

BOARD OF SUPERVISORS

Brown County

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PLAN, DEV. & TRANS. COMMITTEE

Bernie Erickson, Chair
Dave Kaster, Vice Chair
Dave Landwehr, Norbert Dantine, Tom Sieber

**PLANNING, DEVELOPMENT &
TRANSPORTATION COMMITTEE**
Monday, September 23, 2013
Approx. 6:15 p.m. (To follow Land Con Mtg)
Room 161, UW Extension
1150 Bellevue Street

- I. Call Meeting to Order.
 - II. Approve/Modify Agenda.
 - III. Approve/Modify Minutes of August 26, 2013.
-
1. Review minutes of:
 - a. Planning Commission Board of Directors (August 7, 2013).
 - b. Planning Commission Board of Directors Transportation Subcommittee (February 25, 2013).
 - c. Transportation Coordinating Committee (June 10, 2013).

Comments from the Public

Advance

2. Report from Advance Business – Fred Monique.

Communications

3. Communication from Supervisors Van Dyck and Clancy re: to consider installing cable barricades at the end of the 4 roads intersecting with County Hwy ZZ. *Referred from September County Board.*
4. Communication from Supervisor Zima re: I am requesting that Brown County seek better and more economical housing of the Brown County Health Department. *Referred from September County Board.*

PUBLIC HEARING: Obtain public comment regarding ordinance adopting the Brown County Farmland Preservation Plan.

Planning and Land Services

Planning Commission

5. Resolution Amending the Brown County Farmland Preservation Plan Map.
6. Update regarding development of the Brown County Farm Property – standing item.

Resolution to all Committees

7. Resolution re: Reclassification of Positions Clerk/Typist II, Clerk II, Clerk II/Data Control.
8. Resolution re: Reclassification of Positions Clerk/Typist I, Clerk I, Typist I.

UW-Extension

9. Budget Adjustment Request (13-80) Category 5: Increase in expenses with offsetting increase in revenue.

Public Works

10. Comments from the Public re: EE Bridge.
11. Ordinance Amending Schedule A of the Brown County Code Entitled "Speed Limits".
12. Resolution Authorizing County Trunk Highway Jurisdictional Revisions on County Highway FF.
13. Summary of Operations.
14. Director's Report.

Port and Resource Recovery

15. Resolution Accepting Recommendations of Port and Resource Recovery Department Financial Analysis.
16. BOW Strategic Plan for Resource Management - Request for Approval.
17. Director's Report.

Airport

18. Budget Status Financial Report for August, 2013.

Land Information, Property Listing and Zoning – No agenda items.

Register of Deeds – No agenda items.

Other

19. Audit of bills.
20. Such other matters as authorized by law.
 - a. Discussion regarding setting the date for the PD&T Budget Meeting.

Bernie Erickson, Chair

Attachments

Please take notice that it is possible additional members of the Board of Supervisors may attend this meeting, resulting in a majority or quorum of the Board of Supervisors. This may constitute a meeting of the Board of Supervisors for purposes of discussion and information gathering relative to this agenda.

**PROCEEDINGS OF THE BROWN COUNTY
PLANNING, DEVELOPMENT & TRANSPORTATION COMMITTEE**

Pursuant to Section 19.84 Wis. Stats., a regular meeting of the **Brown County Planning, Development & Transportation Committee** was held on Monday, August 26, 2013 in Room 161, UW Extension, 1150 Bellevue Street, Green Bay, WI

Present: Chair Bernie Erickson, Supervisor Norb Dantine, Supervisor Tom Sieber, Supervisor Dave Landwehr, Supervisor Dave Kaster
Excused: -
Also Present: Executive Streckenbach, Brandy Younger, Paul Van Noie, Chuck Lamine, and other interested parties

I. Call Meeting to Order.

The meeting was called to order by Chair Bernie Erickson at 6:20 p.m.

II. Approve/Modify Agenda.

Motion made by Supervisor Dave Kaster, seconded by Supervisor Norb Dantine to approve. Vote taken. **MOTION CARRIED UNANIMOUSLY.**

III. Approve/Modify Minutes of July 22, 2013.

Motion made by Supervisor Tom Sieber, seconded by Supervisor Dave Landwehr to approve. Vote taken. **MOTION CARRIED UNANIMOUSLY.**

1. Review minutes of:

- a. Harbor Commission (June 10, 2013 and July 22, 2013).
- b. Planning Commission Board of Directors (June 5, 2013).
- c. Revolving Loan Fund (April 10, 2013).

Motion made by Supervisor Dantine, seconded by Supervisor Kaster to suspend the rules, put together items 1a - c. Vote taken. **MOTION CARRIED UNANIMOUSLY.**

Motion made by Supervisor Dantine, seconded by Supervisor Kaster to receive and place on file. Vote taken. **MOTION CARRIED UNANIMOUSLY**

Comments from the Public None

Communications

- 2. Communication from Supervisor Dantine re: To have Brown County Highway review their Administration Charges to Local Municipalities and report to Planning, Development and Transportation Committee for review. *Motion at June Meeting: To refer back to the Highway Department with a request to review administration charges to local municipalities, along***

III

with the possibility and legality of using bridge funds and report back. Motion at July Meeting: To hold this communication for August's meeting.

Business Manager, Brandy Younger presented an email she sent to the committee regarding the 5% fee (attached). Public Works Director, Paul Van Noie shared there is also an administrative 5% fee on the Bridge Fund.

Supervisor Norb Dantine said he understands business practices to fee, but gave the analogy that if he put money in the bank, money sits there, then decides to take it out and there is a fee applied... that doesn't seem right. Ms. Younger expressed it isn't to be used as a bank account. Although yes, it's not to be used as a bank account, Dantine said technically, you are saving up for a project, and cannot see the reason to be penalized for using the funds.

Executive Troy Streckenbach expressed he understands the issue, and explained the match through the appropriate process, 80% is covered by the federal government, and 20% covered by the local share. They would still have a remaining balance. The fund is set up for projects they know are coming, and is funded based on that need. The fee can be explained through managing those accounts; budget adjustments, reconcile, matching up, etc. It doesn't just sit there, there are the monthly transactions, and it's an account that has to be managed separately. The county is responsible for managing and protecting this account.

In regards to the Bridge Aid Fund, Supervisor Dave Kaster mentioned that Lamers brought it up, and ran it through the County Board, maybe a year or two, and it wasn't funded. He understands, and has been told many times by Lamers, that this was meant to be a bank account so that they couldn't burden the township. Although it's stated that it is not supposed to be run as a bank account, more so it always has been, Kaster said.

Younger said if the municipalities submitted a 3-5 year plan, a portion for contingency, then they would support having a certain balance. But if there aren't any details for what they are spending the funds on, then it wouldn't work very well.

Chair Bernie Erickson asked if there is a way to allow the towns and villages to put the amount they want in. As a savings account, the towns can determine how much they want in, i.e., \$25,000 a year, \$50,000 a year.... the County determines a fixed amount. That may not be as much as what the towns/ villages have put in, but our town doesn't have many ups and downs, it's been consistent. When the funds are drowned out, they have their match... it would be interesting to see if this works, said Erickson. Younger and Van Noie shared they've had conversations about a similar idea, but are uncertain about the legal aspects. Erickson asked Van Noie and Younger to look into the idea, and they said they would put something together.

Motion made by Supervisor Dantine, seconded by Supervisor Kaster to bring back information on the status of bridge fund funding in 30 days. Vote taken. MOTION CARRIED UNANIMOUSLY

Register of Deeds

3. Budget Status Financial Report for January-July, 2013.

Motion made by Supervisor Dantine, seconded by Supervisor Landwehr to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY

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Planning and Land Services

Planning Commission

4. Presentation of the Brown County Research and Business Park Feasibility Study.

Planning Director, Chuck Lamine approached the committee with his presentation on PowerPoint, along with printouts to follow (attached). Given to the committee was a very detailed draft book that can be located on the website.

The study is available on the Brown County website at www.co.brown.wi.us/planning. Click on Economic Development on the left side of the screen and scroll to Draft Brown County Research and Business Park Feasibility Study.

Streckenbach shared that the County has a lot of underutilized plans. They want to give the County the ability to remain competitive, and partner with UWGB, clinics, CTC, and many other possibilities for Brown County to help shape the economic development focus of the county. This project is led by the Planning Department, and recently there was discussion about a medical college, it was discussed as a possible land for this site, and when that wasn't decided, there were discussions with the veterans housing, the demolition of the health center... it felt right to look at a feasibility for this land. They've reached out to partners and UWGB about the research tech park. At the moment northeast Wisconsin does not have a research tech park, and that comes with disadvantages to our community. This research tech park brings new entrepreneurs, research, applied sciences, new technologies, businesses, and helps to continue to be a strong employer for the future. Birthrates are shown to go down, and there will be a large amount of retirements to take place. Our community will be at a disadvantage in attracting the next generation or workers if there isn't encouragement to locate in Brown County.

Lamine introduced the individuals with him today: Jim Resick of UW Extension and Ron Van Straten of GRAEF Consulting, who has done a lot of economic area work, and is great at analyzing the market conditions. Lamine then began his PowerPoint presentation (Attached).

Supervisor Landwehr agreed this would benefit Brown County, but believes the city Green Bay would benefit most, and asked if Green Bay had any skin in the game. Streckenbach answered the land becomes part of the tax base overall, it helps to equalize everything else. It will benefit the city, and Brown County overall. Arguably, all of northeast Wisconsin will benefit from it.

Lamine shared their hope is that if this is successful the land value will go up. Certainly the city of Green Bay benefits, but Green Bay has also contributed very much to Brown County, too. Landwehr agrees, he thought about the questions that would arise from his side, the competition such as Advance with the Incubator. Streckenbach said they are not trying to compete with Advance, but rather critically planning for the future in where the County can play a role. They have other areas they are looking at as well around the county. They want this to be a compliment to everything around the area that will benefit the future, too.

Streckenbach shared the university's setup, and that they can't necessarily have businesses inside the university grounds, but he believes they formed a foundation, that if everything goes as plan, they can become partners with this park. This will then give them the opportunity to attract people to want to come and work here. They want to offer avenues that will not violate

university rules. Lamine says he thinks this relationship will get people excited to donate because it goes back to the community.

Lamine answered Dantine's question about residential sites on the property. In terms of housing area and proximity of the project, with the exception of the veterans housing they will not have land for residential; their highest and best use they felt should go to the research and business park.

Landwehr asked if there would be a board/ committee to filter the businesses coming in. Lamine answered that was their thought for the creation, that they would have some sort of governance.

Kaster expressed to the committee and presenters he would have liked to see a presentation of this scale weeks ahead, and wasn't able to go over the material thoroughly, therefore he will abstain from this item.

Erickson expressed his strong opposition of assigning a college intern to promote something of this magnitude. He said what is needed is an adult type professional to take on this job. Erickson followed by another question about the dead-end area on Huron Road, by the CTC and jail, he thought that would be a good possible connection, but Lamine shared you cannot go through, only by bike or walking.

Sieber shared there were talks about incubators on the property. Streckenbach said there is nothing concrete at the moment, but the university is open to discussion and has shown interest in moving forward. For this to work, the university is needed to create this concept of a business park and the research part. It needs the students, university, and professors to really be involved. It's early to determine and ask what their intentions are, but their hopes and plans for the future are to create a lot of opportunities and have access to business developments, whether it is physically on the research tech property, or their own.

Lamine shared with what they have right now puts them in a position for additional grants; they have the ability to attract programs for federal funds because they have a plan. He pointed out that this plan was not to compete with the Incubator; it's got other elements that set it apart. This can be described more as a "boot camp" or an "accelerator".

Erickson offered possible idea of the Advance Incubator entrepreneurs graduating from that location and moving to a more independent standing operation at the new park. Lamine said it's possible and there are many more possibilities, and even more that hasn't been raised yet.

Dantine commended the staff for their hard work on this plan and was very appreciative to finally seeing this plan unravel.

Landwehr added they may want to consider is searching any kind of restrictions that they have to stay on the tax rolls while they have control of the land.

Motion made by Supervisor Sieber, seconded by Supervisor Landwehr to approve. Vote taken. 4 ayes: Erickson, Sieber, Landwehr, and Dantine | 1 nay: Kaster. MOTION CARRIED UNANIMOUSLY

5. **Budget Adjustment (13-73): Increase in expenses with offsetting increase in revenue.**

**Motion made by Supervisor Dantine seconded by Supervisor Sieber to approve. Vote taken.
MOTION CARRIED UNANIMOUSLY**

6. **Update regarding development of the Brown County Farm Property – standing item.**

Motion made by Supervisor Dantine seconded by Supervisor Sieber to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY

7. **Budget Status Financial Reports for June and July, 2013.**

Motion made by Supervisor Dantine, seconded by Supervisor Landwehr to suspend the rules, take 7, 8, and 9 together. Vote taken. MOTION CARRIED UNANIMOUSLY

Property Listing

8. **Budget Status Financial Reports for June and July, 2013.**
(Suspended, added to #7)

Zoning

9. **Budget Status Financial Reports for June and July, 2013.**
(Suspended, added to #7)

Motion made by Supervisor Dantine, seconded by Supervisor Landwehr to approve 7, 8, and 9. Vote taken. MOTION CARRIED UNANIMOUSLY

Public Works

10. **Summary of Operations.**

Director Van Noie reported the Public Works Department is performing better than anticipated with positive variances in most areas.

Motion made by Supervisor Sieber, seconded by Supervisor Kaster to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY

11. **Director's Report.**

Van Noie didn't have much to update, other than the pictures that were added to today's agenda, the project updates; CTH P - project was approximately \$40,000 over budget, and twelve-hour days - listed employees with 12+ hour work days to road projects.

Landwehr asked for clarification about I43 blowout. When the concrete absorbs the heat, there's no place for expansion, so it blows out. Landwehr also asks about an employee who worked 16 hours for a duty that wasn't that critical. Van Noie answered that the equipment wasn't available, and it was a volunteer work, for the department, it is revenue.

Erickson asked about the street traffic lights by Oneida. He expressed the frustration with the yellow arrow lights, and he feels it is uncoordinated with traffic. Van Noie shared it's the way it has been designed and couldn't offer much explanation.

Motion made by Supervisor Dantine, seconded by Supervisor Kaster to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY

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Airport

12. Budget Status Financial Report for July, 2013.

**Motion made by Supervisor Dantine, seconded by Supervisor Kaster to approve. Vote taken.
MOTION CARRIED UNANIMOUSLY**

Port and Resource Recovery – No agenda items.

UW Extension – No agenda items.

Other

13. Audit of bills.

**Motion made by Supervisor Sieber seconded by Supervisor Landwehr to approve. Vote taken.
MOTION CARRIED UNANIMOUSLY**

14. Such other matters as authorized by law. None

**Motion made by Supervisor Dantine, seconded by Supervisor Sieber to adjourn at 8:25 p.m.
Vote taken. MOTION CARRIED UNANIMOUSLY**

Respectfully submitted,

Blaire Xiong
Recording Secretary

III

MINUTES
BROWN COUNTY PLANNING COMMISSION
BOARD OF DIRECTORS
Wednesday, August 7, 2013
Pulaski Village Hall
585 E. Glenbrook Drive
Pulaski, WI 54162
6:30 p.m.

ROLL CALL:

Paul Blindauer	<u>Exc</u>	John Klasen	<u>Exc</u>
James Botz	<u>X</u>	Michael Malcheski	<u>X</u>
Paul Brewer	<u>Abs</u>	Ken Pabich	<u>Exc</u>
William Clancy	<u>Exc</u>	Scott Puyleart	<u>X</u>
Norbert Dantinne, Jr.	<u>X</u>	Dan Robinson	<u>X</u>
Ron DeGrand	<u>X</u>	Ray Tauscher	<u>X</u>
Bernie Erickson	<u>X</u>	Mark Tumpach	<u>X</u>
Steve Gander	<u>X</u>	Steve VandenAvond*	<u>Exc</u>
Adam Gauthier	<u>X</u>	Tim VandeWettering	<u>Exc</u>
Steve Grenier	<u>Exc</u>	Jason Ward	<u>X</u>
Phil Hilgenberg	<u>Exc</u>	Dave Wiese	<u>X</u>
Dotty Juengst	<u>X</u>	Reed Woodward	<u>X</u>

OTHERS PRESENT: *Jim Genrich for Steve VandenAvond, Chuck Lamine, Aaron Schuette, Krista Kamke, Jim Resick, and Dorean Sandri.

After the meeting was called to order, N. Dantinne, Jr. asked Reed Woodward, President of the Village of Pulaski to take the floor. R. Woodward explained how they waited many years for a new Village Hall and welcomed everyone to Pulaski.

Chuck Lamine thanked Reed Woodward, President of the Village of Pulaski for hosting this meeting.

1. Approval of the minutes of the June 5, 2013, regular meeting of the Brown County Planning Commission Board of Directors.

A motion was made by R. DeGrand, seconded by A. Gauthier, to approve the minutes of the June 5, 2013 regular meeting of the Brown County Planning Commission Board of Directors. Motion carried unanimously.

2. Review and action regarding a contract with the Wisconsin Department of Administration – Wisconsin Coastal Management Program to update the Natural Resources and Land Use Chapters of the Brown County Comprehensive Plan.

A. Schuette explained how the Brown County Department of Administration (DOA) took a look at the processes to approve contracts. With the Brown County Planning Commission statutes DOA would like to see approval of all contracts run through the full Planning Commission.

The Wisconsin Coastal Management Program is a program that provided numerous grants in the past to the Brown County Planning Commission to help fund such projects as the Brown County Outdoor Recreation Plan, the Port Opportunity Study being worked on right now, the ESA and Shoreland Zone Tool Box.

The Wisconsin Coastal Management Program approved the Brown County Planning Commission for \$30,000 towards the Land Use and Natural Resources chapters of the Brown County Comprehensive Plan.

D. Robinson asked if the \$30,000 was in the 2014 budget.

A. Schuette answered it was.

A motion was made by D. Juengst, seconded by R. DeGrand, to approve the contract with the Wisconsin Department of Administration – Wisconsin Coastal Management Program to update the Natural Resources and Land Use Chapters of the Brown County Comprehensive Plan. Motion carried unanimously.

3. Review and action regarding a contract with the Village of Suamico to update the Village of Suamico Comprehensive Plan.

A. Schuette indicated the Village of Suamico Comprehensive Plan was last updated in 2004.

R. Woodward indicated he was concerned about cost and would like some idea of what the cost would be to contract with Brown County rather than go to an outside agency to develop a comprehensive plan for the Village of Pulaski.

A. Schuette indicated the cost for Suamico is \$19,000+ and Rockland was \$11,000+. Difference in prices is due to the level of service. A proposal is put together, based on an estimate of the actual time spent on the project.

C. Lamine indicated the Planners would sit down and talk with R. Woodward, as they do with everyone looking for a Comprehensive Plan, to get his input on what he is looking for and what he is interested in.

D. Juengst asked if there was a process that all the municipalities follow.

C. Lamine indicated it usually starts with a request for a proposal; however, if a formal request for proposals is issued then any planning firm may submit a proposal.

D. Juengst asked if information was sent out by Brown County letting the municipalities know what service is available.

C. Lamine indicated the State Statutes has a great deal of information on what has to be in the plan, and at the request of Supervisor Erickson, BCPC staff provides a yearly letter to Brown County municipalities regarding BCPC staff services.

D. Juengst asked C. Lamine to explain how the municipality's Comprehensive Plans fit into the Brown County Plan.

C. Lamine indicated there is no county wide zoning. We have adopted the local plans into our County plans.

A motion was made by B. Erickson, seconded by A. Gauthier, to approve a contract with the Village of Suamico to update the Village of Suamico Comprehensive Plan. Motion carried unanimously.

4. Review and action regarding a contract with the Town of Rockland to update the Town of Rockland Comprehensive Plan.

A. Schuette indicated the Rockland Plan was adopted in 2005. They are going through the Working Lands Initiative and made quite a few changes to what they envision as far as their agricultural areas so they decided rather than wait until 2015 to start it they would start it now in 2014, and get it done in plenty of time.

A motion was made by D. Robinson, seconded by R. Tauscher, to approve a contract with the Town of Rockland to update the Town of Rockland Comprehensive Plan. Motion carried unanimously.

5. Update regarding the Community Development Block Grant (CDBG) – Housing program.

A. Schuette gave a brief update on where he was at with this program as it is a new program that all the communities may want to utilize. He indicated it was grant funds they were getting from the State of Wisconsin via the Federal government to perform home rehabilitation for owner occupied homes or rental units for persons who are at or below 80 percent of the local county median income. The program has always operated in the State of Wisconsin but it hasn't been very active in Northeast Wisconsin because the process to apply for the funds is very difficult and more recently it was essentially a lottery system where you would put your application into a bin and if your name was pulled, you were awarded the grant.

A. Schuette indicated the State decided to more effectively target these grant dollars and spread them out across the state in regions of counties. Brown County is heading up the Northeastern Wisconsin CDBG or Community Development Block Grant Housing Region.

A. Schuette mentioned that marketing materials were put together, and that they are in the process of compiling the environmental review record right now. He hoped to get this program up and running at the beginning of the year but there were issues between the State and the Federal governments as far as releasing the dollars. Those issues eventually have been worked out and we have been working very hard in the last couple of months to address all the other issues we need to take care of in the front end.

A. Schuette indicated he and C. Lamine conducted interviews today for a Planner I to help administer this program. Reference checks need to be completed first but hopefully the person will be on board soon.

A. Schuette indicated there is a waiting list of people who have contacted him from Brown County as well as the other counties throughout the region. There are up to 57 people on the list now and we have people on the list from all 10 counties. Marinette and Brown County certainly have the most.

A. Schuette stated he will be attending three days of training with the new Planner I in Wisconsin Rapids in September. He is anticipating having the program ready by the end of October.

Discussion ensued.

A motion was made by B. Erickson to receive and place on file and seconded by R. DeGrand. Motion carried unanimously.

6. Update regarding development of the Brown County Farm property.

C. Lamine indicated they had a busy couple of months. The County Board approved the sale of 8.5 acres of land immediately north of the old Mental Health Center contingent upon the Cardinal Capital Management, Inc. and the Center for Veterans' Issues receiving a WHEDA housing tax credit allocation. The project was initially denied an allocation of tax credits. WHEDA subsequently created a separate tax credit program, called a High Impact Project round and they were going to do one project out of this allocation. Shortly after that, WHEDA announced they were going to do a Veterans' High Impact Project and it seems to match very closely to what Cardinal Capital Management, Inc. is proposing. The deadline for the application was July 30 and it was a two page justification of what they were looking for in addition to the application. The application requested information on how the project will create jobs and employment opportunities.

C. Lamine stated the remaining 248 acres is proposed to be developed as the Brown County Research and Business Park. C. Lamine indicated the Cardinal Capital Management, Inc. project would create an immediate tax increment and the expectations will be to create a partnership with the City of Green Bay to implement a tax increment district to finance additional improvements for the rest of that project. C. Lamine stated the discussion on this project initiated the demolition of the Mental Health Center building and getting that contract out for demolition.

C. Lamine stated that meetings were held with UWGB staff as a proposed partner on the project and UWGB is identified as a Veterans' friendly campus because of the work that they've done with veterans on campus. There is potential for individuals living in this proposed Veterans' housing to have access to higher education opportunities with UWGB, and also the proximity to the new Veterans Administration Clinic were key elements.

C. Lamine indicated a draft of the Brown County Research and Business Park Feasibility Study was prepared and he is planning on bringing it forward to next month's BCPC meeting for a full presentation and discussion.

A discussion ensued.

B. Erickson made a motion to receive and place on file. D. Robinson seconded. Motion carried unanimously.

7. Director's report.

C. Lamine indicated they were really busy working on economic development. It has been a team effort on these two items.

C. Lamine also indicated they just finished the draft budget and submitted it to the County Executive. C. Lamine said he will be bringing that budget forward to the Planning Commission to approve the budget, hopefully next month once the County Executive has released the budget. C. Lamine stated he is pleased to say they were able to meet the targets that were set.

The personnel evaluations were completed for the year and staff finished the updated job descriptions for everybody, which was long overdue.

C. Lamine indicated they have been busy on internal issues, budgetary issues, and hiring people. C. Lamine introduced Dorean Sandri, the new Administrative Secretary and Krista Kamke, the summer intern, who spoke about some of the things she was working on. C. Lamine also introduced Jim Resick with the UW Extension who has been working out of Planning's office. J. Resick also spoke about some of the things he was working on.

8. Brown County Planning Commission staff updates on work activities during the months of June and July 2013.

No action taken.

9. Other matters.

B. Erickson announced that a week from Saturday is Veterans' Appreciation Day at the Brown County Fair. If anyone at the meeting was a veteran, is a veteran, or the spouse of a veteran he has tickets for the event and to see him after the meeting.

D. Robinson announced that the Brown County Board of Supervisors and the County Executive Office are in the midst of a strategic planning process. Two listening sessions will be held in early September. These sessions are meant for people throughout the county to come in and share their views and thoughts and ideas of what the future of the Brown County government should be. Information should be on the website soon.

The first meeting will take place on Wednesday, September 4 from 6:00-7:30 p.m. in the Green Bay City Council Chambers, and the second session will be on Thursday, September 12 from 6:00-7:30 p.m. in the Community Room at Wrightstown High School.

10. Adjourn.

A motion was made by R. DeGrand, seconded by D. Juengst, to adjourn the meeting. Motion carried unanimously. Meeting adjourned at 7:40 p.m.

:dgs

**STAFF REPORT
TO THE
BROWN COUNTY PLANNING COMMISSION
August 7, 2013**

June and July 2013 Staff Activity Reports

The recent major planning activities of Chuck Lamine, Planning Director:

- Attended the Brown County Planning Commission Board of Directors meeting the evening of June 5.
- Continued to research, author, and analyze background materials for the Brown County Research and Business Park Feasibility Study.
- Coordinated with Cardinal Capital Management, Inc. to complete an application for Wisconsin Housing and Economic Development Authority (WHEDA) Veterans High Impact Program for \$600,000 in housing tax credits for the veterans housing project.
- Attended the meeting and served as a member of the Green Bay/Brown County Professional Football Stadium District Board June 26.
- Conducted staff meetings.
- Attended the Planning, Development and Transportation Committee meeting to present an update regarding development plans for the Brown County Farm property the evening of June 24.
- Attended the Planning, Development and Transportation Committee meeting to present the Planning Commission's Capital Improvement Plan updates for the development of the Brown County Research and Business Park the evening of July 22.
- Attended the Airport Development Committee meeting on July 11.
- Coordinated with legal counsel regarding a collection action associated with the delinquent Raven Manufacturing Brown County Revolving Loan Fund (RLF) loan.
- Coordinated and attended a meeting of the Brown County Economic Development Revolving Loan Committee on July 23.
- Attended a Bay-Lake Regional Economic Development Revolving Loan Committee meeting on July 23.
- Attended and served as a Brown County representative advisor for the City of Green Bay Downtown Plan Committee the evenings of June 27 and July 18.
- Attended the Brown County Executive Committee meeting regarding the vacant Administrative Secretary position the evening of June 10.
- Coordinated with Brown County Human Resources staff regarding the vacant Administrative Secretary and Planner I positions and conducted interviews.
- Prepared the 2014 Planning and Land Services Department budget.
- Completed interviews for the vacant Survey Crew Chief position.
- Worked with Corporation Counsel to amend the Cardinal Capital Management, Inc. Offer to Purchase for eight acres of Brown County lands.
- Chaired the Land Information Council meeting on July 10.
- Attended a meeting with two County Board members, Senior Planner, Brown County Park Manager, and Golf Course Superintendent regarding development potential for 80 acres of Brown County owned land adjacent to the Brown County Golf Course.
- Prepared the Planning Director's Position Description Questionnaire (PDQ) and reviewed and approved the PDQs for the other 19 positions in the Planning and Land Services Department.

- Reviewed and updated all of the job descriptions for the 20 positions in the Planning and Land Services Department.
- Coordinated and attended meetings with Cardinal Capital Management, Inc. representatives, the UW-Green Bay Chancellor, and the Green Bay VA Clinic Manager to discuss the veterans housing project.
- Provided assistance to Brown County Department of Administration in reviewing the results of the Wisconsin Department of Administration audit of the Brown County Housing Authority's revolving loan fund.

The recent major planning activities of Cole Runge, Principal Transportation Planner:

- Finished revising the Purpose and Need document for the EIS and submitted it to WisDOT Northeast Region staff for review.
- Finished revising the Impact Assessment Methodology document for the EIS and submitted it to WisDOT Northeast Region staff for review.
- Revised the Environmental Report (ER) for the County Highway GV project in Ledgeview. Also developed an Indirect Effects analysis for the ER and submitted it to WisDOT Northeast Region staff for review.
- Participated in an EIS Lead Agencies meeting with representatives of WisDOT.
- Developed a staff report to the Brown County Transportation Coordinating Committee (TCC) about the new Section 5310 Enhanced Mobility of Seniors and Persons with Disabilities Program. Also chaired the meeting and presented the staff report to the committee.
- Completed the draft Section 5310 Program Recipient Coordination and Management Plan and submitted it to Federal Transit Administration (FTA) and WisDOT Central Office staff for review.
- Prepared for and participated in a meeting with Green Bay Metro administrative staff and the Transportation Planner I to discuss administrative roles and responsibilities for the new Section 5310 Enhanced Mobility of Seniors and Persons with Disabilities Program.
- Prepared for and participated in a meeting with Green Bay Metro administrative staff and the Transportation Planner I to discuss the contents of the 2014-2018 Transit Development Plan (TDP). Also reviewed and commented on two draft chapters of the TDP.
- Reviewed comments from WisDOT Central Office staff about the functional classification system modifications that are recommended by MPO and WisDOT Northeast Region staff. Following this review, I developed responses to the comments and submitted them to WisDOT Central Office staff.
- Developed the MPO's activity report and reimbursement request to WisDOT for the second quarter of 2013. Also developed a transportation program expense report for the second quarter and sent it to the Brown County Department of Administration.
- Researched crash data for Brown County and collected other information for a report that summarizes the progress made to attain the transportation system performance measure goals in the MPO's Long-Range Transportation Plan. Also began to develop the performance measures report.
- Continued to make revisions to the draft Congestion Management Process (CMP) document.
- Began to develop the MPO's draft 2014 Transportation Planning Work Program and budget. Also developed the transportation grant detail for the 2014 department budget.
- Reviewed and commented on proposed modifications to the traffic circulation pattern in De Pere High School's main parking lot at the request of the school district superintendent and facilities director. Also provided my comments and recommendations to the facilities director.

- Developed transportation and other infrastructure cost estimates for the proposed Brown County Research and Business Park. Also worked with other BCPC staff to develop the park's feasibility study.
- Performed pavement surface condition ratings with the Transportation Planner I for the 2014-2018 Transportation Improvement Program (TIP).
- Prepared information for the stakeholder meeting that is being held as a part of the Brown County Coordinated Public Transit – Human Services Transportation Plan development process.

The recent major planning activities of Aaron Schuette, Principal Planner:

- Continued researching and writing the Port Opportunity Study for the Port of Green Bay.
- Prepared a quarterly report and reimbursement request to Wisconsin Coastal Management for the Port Opportunity Study grant.
- Continued to coordinate with the Wisconsin Department of Administration (WDOA) and the Northeastern Region counties regarding the Community Development Block Grant (CDBG)-Housing program.
- Coordinated with the Corporation Counsel's Office to complete a draft cooperative agreement for the Northeastern CDBG-Housing Region counties.
- Worked with the Corporation Counsel's Office to review the draft grant agreements for the CDBG-Housing program.
- Began developing the Environmental Review Record (ERR) for the Northeastern CDBG-Housing Region, including agency notification and document preparation.
- Participated in interviews for the Planner I – Housing position on June 11 (subsequently had to repost the position after selected candidate took a different position).
- Created a flyer providing an overview of the CDBG-Housing program.
- Provided assistance to Brown County Department of Administration in reviewing the results of the Wisconsin Department of Administration audit of the Brown County Housing Authority's revolving loan fund.
- Coordinated with AECOM, WDNR, EPA, and the Village of Howard regarding the Phase I Environmental Site Assessment findings and proposed Phase II sampling at the former Engine Core site in the Village of Howard.
- Prepared a quarterly report, DBE report, and reimbursement requests for the EPA Brownfields Grant.
- Completed final Energy Efficiency and Conservation Block Grant closeout and equipment transfer documentation to the U.S. Department of Energy.
- Prepared an initial draft of the Brown County Comprehensive Plan Update Housing Chapter.
- Worked with the Planning Director and Administrative Coordinator on the 2014 CDBG-Housing and Planning and Land Services – Planning division budget.
- Met with Town of Rockland representatives on July 9 to discuss updates to the Town Zoning map.
- Coordinated with the Planning Intern to develop a revised zoning map for the Town of Rockland reflecting the Working Lands Initiative proposed changes.
- Continued to work with the participating local units of government to update their local zoning ordinances and maps to be consistent with the Wisconsin Working Lands requirements.
- Prepared an amendment to the Brown County Farmland Preservation Plan for requested changes from Scott, Humboldt, New Denmark, Suamico, Hobart, and Ledgeview. Provided

the draft amendment to Brown County Corporation Counsel for signature prior to sending to the Department of Agriculture, Trade and Consumer Protection for preliminary review.

- Assisted in the development of the Brown County Research and Business Park Feasibility Study.
- Gave a presentation on maps to a 1st grade class at Meadowbrook Elementary School on June 3.
- Met with the Suamico Comprehensive Plan Update steering committee on the evening of June 6.
- Met with Brown County Aging and Disability Resource Center staff on June 10 to discuss opportunities for local community outreach.
- Met with City of Green Bay staff, US Fish & Wildlife Service staff, Neville Museum staff, and Fox-Wisconsin Heritage Parkway representatives on July 25 to discuss a grant for shoreline restoration near the Neville Museum.
- Assisted 83 members of the public or local units of government with specific planning, land division, CDBG-Housing program, or zoning related phone calls during June and July.

The recent major planning activities of Peter Schlein, Senior Planner:

- Began review of 23 new certified survey maps (CSMs). Completed review of 18 CSMs.
- Completed review of three subdivision plat pre-submittal consultation, three preliminary subdivision plats, and two final subdivision plats.
- Completed review of one CSM for the City of Green Bay.
- Responded to two private and one public Water Quality Letter requests.
- Began or completed four environmentally sensitive area (ESA) amendments.
- Began or completed four sewer service area (SSA) amendments.
- Review of smaller ESA and SSA related issues and inquiries to develop solutions for smaller projects.
- A Village of Howard ESA plan correction to update wetland setback lines in order to allow residential development on Lot 247 of the Glen Kent Estates Second Addition subdivision. The plan correction was reviewed by BCPC staff on July 16.
- A Village of Ashwaubenon major ESA amendment to allow the removal of 0.19 acres of waterway setback and the filling of 0.03 acres of wetland in exchange for the enhancement 0.23 acres of wetland along an on-site waterway on the United Cooperative property. The project allowed for the placement of storage bins on the property. To maintain efficiency for the property owner by minimizing mismatched requirements, the amendment was coordinated with permit requirements from the Wisconsin Department of Natural Resources and the Army Corp of Engineers. The amendment is a revision to an amendment that was approved in the fall of 2012. The ESA amendment was reviewed by BCPC staff on July 8 and forwarded to the Bureau of Watershed Management for informational purposes only.
- A Town of Lawrence ESA plan correction to update floodway setback lines in order to allow residential development on Outlot 2 of certified survey map Volume 52, page 56. The plan correction was reviewed by BCPC staff on June 14.
- A Town of Lawrence ESA plan correction to update floodway setback lines in order to allow residential development on Lot 23 of the Patriot Place Second Addition subdivision. The plan correction was reviewed by BCPC staff on May 29 but the review was not documented in past staff activity reports.
- A Village of Hobart SSA amendment to add 53.7 acres to the sewer service area for residential and commercial development near Centennial Centre. The SSA amendment was reviewed by BCPC staff on June 5.

- A Village of Hobart SSA amendment to add 17.3 acres to the sewer service area for residential development near Hemlock Creek Elementary School. The SSA amendment was reviewed by BCPC staff on June 5.
- A Town of Scott minor SSA amendment to add 3.9 acres to the sewer service area for existing residential development on part of Parcel SC-587. The SSA amendment was reviewed by staff on July 15 and is under review by the Bureau of Water Quality.
- A Town of Ledgeview minor SSA amendment to add 2.0 acres to the sewer service area for existing residential development on part of Parcel D-401. The SSA review is expected to be completed by staff on August 5 before review begins by the Bureau of Water Quality.
- Continued to utilize an online format for submitting and filing SSA amendments and ESA amendments with the Bureau of Watershed Management to expedite the review and approval process, saving time and money for staff and property owners.
- Provided planning services and ESA related duties, including advice to inquiries related to potential major and minor ESA amendments, identification of ESA violations, and assisting the public regarding "what is allowed and restricted" within an ESA buffer.
- Continued the development of an update to the Suamico Comprehensive Plan.
- Continued the development of an update to the Brown County Sewage Plan.
- Provided assistance and information to the general public, surveyors, and local units of government regarding various land divisions, potential developments, and general questions pertaining to the subdivision ordinance and general planning concepts via phone conversations and meetings.

The recent major planning activities of Lisa Conard, Transportation Planner I:

- Continued preparing the *2014-2019 Transportation Improvement Program (TIP) for the Green Bay Urbanized Area*.
- At the request of the WisDOT and the Federal Transit Administration, prepared an Administrative Modification to the *2013-2017 TIP for the Green Bay Urbanized Area*.
- Received 150+ suggested changes from the WisDOT regarding the functional classification for the urban and rural areas of Brown County from the WisDOT Central Office. Worked with MPO staff to review the suggested changes and provided comment.
- Worked with area jurisdictions to ensure timely submittal of applications/contracts to WisDOT for 2.5 million of STP-U roadway improvement funds approved by BCPC Board of Directors.
- Collected transportation related performance measure data at the request of the Principal Planner.
- Continued work on the *2014-2018 Transit Development Plan (TDP) for the Green Bay Metro System*.
- Finalized the May edition of the Green Bay Metro quarterly route review. All of Metro's full service fixed routes were evaluated.
- Began preparing for the *2013 Coordinated Public Transit-Human Services Transportation Plan for Brown County* as required by MAP-21.
 - Updated extensive interested parties mailing list, developed meeting agenda and flyer, arranged for guest speakers, and prepared invitation for the required county meeting.
- Worked with GFI (software provider) staff to allow access to Metro's farebox and boarding data. This will allow Planning staff to evaluate boardings by bus stop among other data. Downloaded data and began to analyze select stops for low passenger generation.
- Provided Metro staff with compliance documents as input to TEAM/grant management system.

- Drafted for review a resolution requesting the Green Bay Common Council to authorize the Mayor to file and execute the 2014 Federal Section 5307 grant application for transit operating assistance.
- Conducted research and provided Metro staff with information for an update to its Title VI document.
- Consulted and/or provided information to Metro staff regarding various services, compliance, and/or other issues.
- Participated in the June 5 meeting of the Northeast Wisconsin Regional Access to Transportation Committee. The purpose of the committee is to address issues relating to transportation for low-income populations, the elderly, and persons with disabilities. Emphasis is placed on coordination and funding.
- Participated in the Brown County Transportation Coordinating Committee meeting on June 10. Recorded and wrote minutes.
- Attended the Brown County Planning Commission Board of Directors meeting the evening of June 5. Recorded and wrote minutes.
- Attended the July 9 meeting regarding Non-Emergency Medical Transportation held by the Department of Health Services and the new medical transportation brokerage firm, MTM.
- Participated in the Green Bay Transit Commission meeting on July 24.

The recent major planning activities of Dan Teaters, Planner I (GIS/Transportation):

- Performed windshield surveys in various locations around the county that have seen development changes since the 2010 land use inventory. The changes were documented on maps and the data was then entered into a new 2013 Land Use layer in GIS.
- Collaborated with GIS team to complete the base map for the Zoo app that is being developed.
- Continued work on MPO Performance Measure Reports for:
 - Bridges, Interchanges and Overpasses
 - Collecting data on bridges, interchanges, and overpasses is ongoing.
 - Condition of Transportation Infrastructure
 - Finished gathering data from the State for all State and Federal Highways. The data has been compiled and joined to the geographic data in GIS.
- Continued development of ArcGIS Online Trails map.
- Updated the Street Centerline dataset to include recent road vacations, right-of-way dedications, and street name changes.
- Created wetland maps for the CTH GV south project.
- Worked on the Village of Suamico Comprehensive Plan Transportation Chapter:
 - Coordinated with staff on formatting changes.
 - Began reviewing and updating text.
- Reviewed and responded to Department of Transportation comments regarding the proposed functional classification changes.
- Reviewed traffic count data for the economic development efforts around Austin Straubel International Airport.
- Updated the Green Bay Metro Route Guide as requested by Green Bay Metro staff.
- Updated the Green Bay Metro Packer Game Day Routes and brochures as requested by Green Bay Metro staff.
- Assigned new address as requested.

- Updated the Transportation Improvement Program (TIP) maps.
 - Gathered new census income data and joined it to the block group geography dataset.
 - Updated all TIP project locations.
 - Completed all revisions to each map.
- Assisted the Planning Director with demolition costs for the Brown County Mental Health Center.
- Updated the Economic Development website with text and a link for the draft Brown County Research and Business Park Feasibility Study.
- Began testing/evaluating the new ESRI CityEngine software.
- Reviewed bus stop data provided by Metro with the Transportation Planner I for the Transit Development Plan.
- Participated in the regular staff meetings held every other Thursday morning.
- Attended weekly meetings with ESRI staff to discuss ArcGIS online projects.
- Met with Professor Ronald Crunkilton from UW-Stevens Point to discuss the projects that the Summer Intern has been working on.

The recent major planning activities of Jeremy Du Chateau, GIS Technician:

- Worked with the Zoning division to assess mobile GIS application needs.
- Created Fox River Trail interactive web map showing trail and key facility locations.
- Assisted in the creation of a NEW Zoo online interactive web map.
- Assisted the Golf Course Superintendent with setup of the GPS unit with schema and settings for data collection of sprinkler head and irrigations facilities.
- Assisted the District Attorney's Office with maps for criminal trial.
- Assisted a Brown County Park Manager with a map showing state trails maintained within the county.
- Created a parcel map book for the Town of Ledgeview.
- Created a parcel map book for the Village of Pulaski.
- Updated Emergency Management's online Emergency Siren map.
- Continued to assist with the Business Park web mapping system implementation and development, including working with community contacts throughout the county.
- Continued to develop and enhance the County's web mapping system.
- Continued to look to process improvements within the County GIS enterprise system.
- Assisted other people with miscellaneous service, plots, data, and training requests.
- Attended staff meetings as needed.
- Attended Land Information Council budget approval meeting.
- Attended Titledown GIS Coordinators meeting to discuss 2014 aerial project.

MINUTES
BROWN COUNTY PLANNING COMMISSION BOARD OF DIRECTORS
TRANSPORTATION SUBCOMMITTEE
Monday, February 25, 2013
Green Bay Metro Transportation Center
901 University Avenue
Green Bay, Wisconsin
10:00 a.m.

ROLL CALL:

(Voting)

Jeff Agee-Aguayo		Tom Klimek	
Bill Balke (Vice-Chair)	<u>X</u>	Randy Loberger*	<u>X</u>
Craig Berndt	<u>X</u>	Doug Martin (Chair)	<u>X</u>
Geoff Farr	<u>X</u>	Tom Miller	
Mike Finn		Rebecca Nyberg	<u>Exc</u>
Paul Fontecchio	<u>X</u>	Eric Rakers	<u>X</u>
Steve Grenier	<u>X</u>	Derek Weyer	<u>X</u>
Ed Kazik		Tom Wittig	<u>X</u>

(Non-voting)

Chris Bertch (FTA Region 5))	
Alexis Kuklenski (FHWA – Madison)	<u>Exc</u>
Susan Morrison (WisDOT – Madison)	

Others Present: Lisa J. Conard, * Todd Every for Randy Loberger, and Cole Runge.

ORDER OF BUSINESS:

D. Martin called the meeting to order at 10:00 a.m.

ORDER OF BUSINESS:

1. Approval of the August 13, 2012, Transportation Subcommittee meeting minutes.

A motion was made by S. Grenier, seconded by T. Every, to approve the August 13, 2012, Transportation Subcommittee meeting minutes. Motion carried.

2. Recommendation to the BCPC Board of Directors regarding an Adjusted 2010 Urbanized Area Boundary and a 2045 Metropolitan Planning Area Boundary.

C. Runge stated that MPO staff has worked with representatives of the Wisconsin Department of Transportation's Northeast Region Office and Central Office to develop proposals for a 2010 Adjusted Urbanized Area Boundary and 2045 Metropolitan Planning Area Boundary.

2010 Adjusted Urbanized Area Boundary. This boundary includes the US Census Bureau's newly defined urban area and land adjacent to this area that is included to

produce a “smooth” boundary. The inclusion of these adjacent areas is what creates the *Adjusted Urbanized Area Boundary*.

C. Runge summarized areas that have been added:

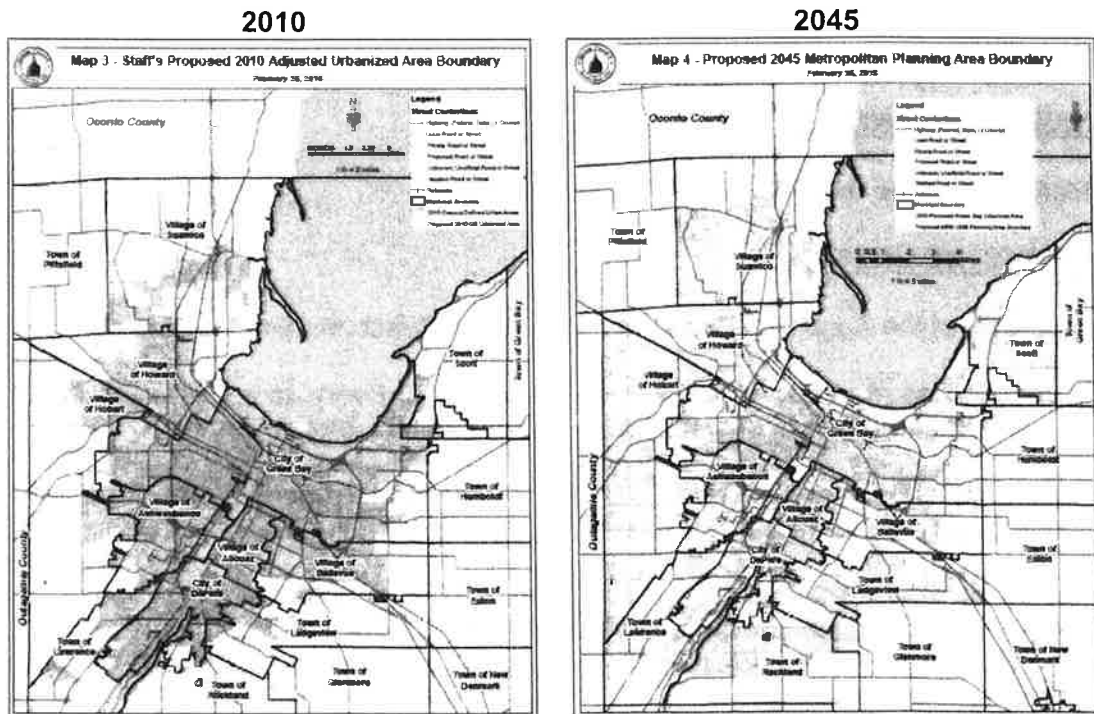
1. An area in Oconto County along US 41 which was identified by the Census Bureau as part of the urban area and cannot be changed.
2. Areas in the villages of Howard and Hobart were added to reflect the STH 29 freeway conversion project and the Centennial Centre development in Hobart.
3. An area in the town of Lawrence to include a subdivision that was identified as urban by the Census Bureau.
4. The area south to Old Martin Road in the town of Rockland to reflect existing and planned urbanization in this area.
5. The I-43/CTH MM interchange area in Ledgeview to reflect plans for a business park at this location.
6. An area following CTH A to the northeast which was identified by the Census Bureau as part of the urban area and cannot be changed.

B. Balke asked about the village of Bellevue.

C. Runge stated all of Bellevue is included in the 2010 adjusted boundary.

2045 Metropolitan Planning Area Boundary. A 2045 boundary is being identified to be consistent with the future year component of WisDOT’s transportation demand model.

The Adjusted Urbanized Area Boundary and Metropolitan Planning Area Boundary proposals are as follows:



A motion was made by C. Berndt, seconded by G. Farr, to recommend approval to the BCPC Board of Directors regarding an Adjusted 2010 Urbanized Area Boundary and 2045 Metropolitan Planning Area Boundary. Motion carried.

3. Discussion of an update to the Urbanized Area's Functional Classification System.

C. Runge stated that MPO staff recently completed a comprehensive functional classification assessment and is proposing 33 changes to the system. WisDOT Northeast Region staff has reviewed the proposed changes and agrees with them. The next step is to forward the proposed changes to WisDOT's Central Office for comment.

B. Balke asked what criteria are used to determine functional classification.

C. Runge stated that WisDOT has developed guidelines that are used to determine functional classification. These include Average Daily Traffic (ADT) volumes, land use service, system continuity, and other criteria.

B. Balke asked about future streets.

C. Runge stated that if a road is planned within the next 10 years and will likely function as a collector or above, the facility was recommended to be added at this time as a planned facility.

C. Runge stated that he will send a map that shows MPO staff's recommended system changes to the Transportation Subcommittee members for their review and comment prior to sending the map to WisDOT's Central Office in Madison.

4. Recommendation to the BCPC Board of Directors regarding a major amendment to the 2013-2017 Transportation Improvement Program (TIP) for the Green Bay Urbanized Area.

L. Conard stated that the Wisconsin Department of Transportation requested an amendment to the current TIP. The project that is proposed to be added to the TIP requires a major amendment. A 15-day public review and comment period and a public hearing are required. The hearing will be held on March 6, 2013, before the Brown County Planning Commission Board of Directors (MPO Policy Board). L. Conard provided project detail as follows:

Major Amendment #1 to the 2013-2017 Transportation Improvement Program for the Green Bay Urbanized Area by the Brown County Planning Commission					
Project Sponsor	Project Description	September 2013 – September 2014			
		Federal	State	Local	Total
WisDOT	STH 54 (Mason Street) Mason Street Bridge/Tillman Bridge Feasibility Study The Wisconsin Department of Transportation (WisDOT) plans to hire a consultant to conduct a study to determine the useful life of the facility and to calculate reconstruction costs if necessary. The project termini are approximately Ashland Avenue and Monroe Avenue. State ID: 9210-15-00 0.97 miles P				
158-13-020		\$440,000	\$110,000	0	\$550,000
* The project is fiscally constrained and, if approved, will be added to the TIP fiscal constraint demonstration document.					

A motion was made by S. Grenier, seconded by E. Rakers, to recommend approval to the BCPC Board of Directors regarding the major amendment to the 2013-2017

Transportation Improvement Program (TIP) for the Green Bay Urbanized Area.
Motion carried.

5. Discussion of changes to the TIP development process.

C. Runge noted that with the passage of Moving Ahead for Progress in the 21st Century (MAP-21), WisDOT has informed staff that prioritizing STP-Urban eligible projects based on an individual jurisdiction's "share" of the area-wide allocation is no longer allowed. This will allow the technical advisory committee and policy board to develop a priority project list without having to consider each jurisdiction's STP-Urban funding balance.

C. Runge stated that WisDOT will be hosting a meeting on May 1, 2013, to discuss funding for and changes to the state's local transportation program.

D. Weyer stated that the Northeast Region will be hosting the meeting. The agenda is currently being developed and will be sent to MPO staff as well as public works directors and other community representatives.

6. Any other matters.

B. Balke asked C. Runge for an update on the 2013 work program.

C. Runge provided a summary of the projects that MPO staff is working on.

B. Balke asked if C. Runge would be completing a crash study in 2013.

C. Runge stated that it is not included in the 2013 work program but a condensed version could be added if the subcommittee thought it necessary for 2013.

C. Runge stated that staff has prepared the report on a regular basis but has not done so in a couple of years. Typically, three years of data are used. A complete 2012 dataset will not be available until well into 2013, so a 2010 through 2012 study could be completed in 2014.

The subcommittee agreed that this could be a work program item for 2014.

7. Adjourn.

D. Martin adjourned the meeting at 10:29 a.m.

MINUTES
BROWN COUNTY TRANSPORTATION COORDINATING COMMITTEE
Monday, June 10, 2013
Green Bay Metro Transportation Center
901 University Avenue
Green Bay, Wisconsin
10:00 a.m.

ROLL CALL

Diana Brown*	<u>X</u>	Sandy Popp	<u>X</u>
Brandon Cooper	<u> </u>	Cole Runge	<u>X</u>
Pat Finder-Stone	<u>X</u>	Mary Schlautman	<u>X</u>
Chris Hasselbacher	<u>X</u>	Julie Tetzlaff	<u> </u>
Kathy Hillary	<u> </u>	Derek Weyer	<u>X</u>
George Jackson	<u>X</u>	Tina Whetung	<u>X</u>
Debbie Johnson	<u>X</u>	John Withbroe	<u> </u>
Patty Kiewiz	<u>X</u>	Vacant – BC Exec.	<u> </u>
Byia Martin	<u>Exc</u>	Vacant – BC Board	<u> </u>
Barbara Natelle	<u> </u>	Vacant – BC Human Svcs	<u> </u>

OTHERS PRESENT: Lisa J. Conard, Essie Fels, *Denise Misovec for Diana Brown, and Tom Wittig.

ORDER OF BUSINESS

C. Runge began the meeting at 10:00 a.m.

1. Approval of the December 10, 2012, Transportation Coordinating Committee meeting minutes.

A motion was made by T. Whetung, seconded by P. Kiewiz, to approve the December 10, 2012, Transportation Coordinating Committee meeting minutes. Motion carried.

2. Discussion of the Wisconsin Department of Transportation's decision to have urbanized areas of 200,000 or more people administer their own Section 5310 programs.

C. Runge presented the staff report.

In July of 2012, a new federal transportation authorization was signed into law. The new law, MAP-21, combined the Section 5310 and New Freedom Programs to create the Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program. This new program is still designed to enhance mobility for seniors and people with disabilities, and the activities that were eligible for funds under the former Section 5310 and New Freedom Programs continue to be eligible activities under the new program. However, WisDOT has decided that it will not administer the new 5310 Enhanced Mobility Program in the Green Bay Urbanized Area or in other urbanized areas in Wisconsin that exceed 200,000 people. This means that a local administration process must be developed by the Metropolitan Planning Organization (the Brown County Planning Commission) and local public transit operator (Green Bay Metro) to allow the funds associated with the new program to be distributed in the Green Bay area.

The first step in developing a locally-administered Section 5310 program is identifying a Designated Recipient (DR) that will act as the fiscal agent for the program. According to representatives of WisDOT and the Federal Transit Administration (FTA), the most appropriate DR in the Green Bay area would be Green Bay Metro because of Metro's experience with similar federal funding programs. The Green Bay Transit Commission approved the identification of Metro as the Section 5310 DR in May. The Brown County Planning Commission (BCPC) Board of Directors endorsed this designation in June.

The next step will be to develop a memorandum of understanding (MOU) between the Brown County Planning Commission and Metro that identifies each organization's administrative responsibilities for the program. This MOU will be presented to the BCPC Board of Directors and Green Bay Transit Commission in the near future.

C. Runge stated that staff will also be required to prepare a "recipient coordination and management plan."

C. Runge noted that because the area has reached 200,000+ in population, the area will receive a direct program allocation in lieu of competing for projects statewide. Estimates indicate that the area will receive \$155,000 per year.

S. Popp asked how much we typically receive.

C. Runge stated that the Red Cross has been the only past recipient and their vehicle requests have been less than the \$155,000 per year.

C. Runge stated that Metro would be able to accept 10% of the allocation to cover administrative costs.

C. Runge stated that staff's goal is to begin an application cycle in the fall of 2013 with applications due in early 2014.

C. Runge stated that staff plans to recommend that the BCPC Board of Directors approve the distribution of 5310 program funds because the BCPC represents the entire county and is not a potential applicant. C. Runge also stated that staff believes that the TCC would be the most appropriate advisory committee to the BCPC Board of Directors for this program because the TCC members represent agencies and people in the community that are associated with the 5310 program.

C. Runge noted that with the changes to the 5310 program, entities other than Red Cross might apply for funding in the future.

L. Conard noted that the 2014 Lakeland Chapter of the American Red Cross application for vehicles was approved under SAFETEA-LU.

3. Discussion of the tentative development schedule and process for Brown County's Coordinated Public Transit-Human Services Plan.

L. Conard stated that the *Coordinated Public Transit-Human Service Transportation Plan* must be developed through a local process that includes representatives from public and private transportation providers, human service agencies, interested parties, and the general public.

L. Conard reviewed the key required elements of the plan:

Demographics

Persons with Disabilities Population

Population by Age

Inventory of Public Transit-Human Services Transportation Services in Brown County

(including private-for-profit providers)

Action Plan

Needs and gaps in transportation services

Possible solutions to the needs and gaps

Persons or entities responsible for addressing needs and gaps

A timeline for implementation

Roadblocks to implementation

Program of Projects

Section 5310 and 5311 Programs

L. Conard noted that the intercity service provided by the private-for-profit companies, Lamers Inc. and Jefferson Lines, would be included in the document since Section 5311 (rural public transportation funds) are being used to subsidize the services.

L. Conard noted that Lamers provides daily service between the UW-Green Bay campus and the UW-Madison campus. Stops are made along the way. The service stops at Metro's Transportation Center (901 University Avenue) as well as the Greyhound depot.

TCC members discussed this as an option for clients that may have a medical appointment in Madison.

L. Conard stated she believed the rate was \$55 for a round trip ticket between Green Bay and Madison and \$30 for a one-way ticket. Rates are lower from stops located between Green Bay and Madison.

L. Conard noted that Jefferson Lines provides one round trip daily between Milwaukee and Minneapolis with stops in Green Bay.

L. Conard noted that the Lamers and Jefferson Lines services are provided using coach buses.

S. Popp asked about capacity and use.

L. Conard stated that since the service was subsidized with public funds, trip data would need to be reported to the state. L. Conard will contact the appropriate staff at WisDOT Central Office and report back at a future meeting.

S. Popp inquired about accessible coaches.

L. Conard stated since public funds were involved, accessible vehicles would likely be required.

The committee suggested that this may be something that would have to be requested in advance since not all coach vehicles are equipped to handle wheelchairs.

Discussion occurred on the level of intercity bus transportation available in Brown County.

Specific information can be found and online reservations can be made via the following websites:

Lamers: <http://www.golamers.com/>

Jefferson Lines: <http://www.jeffersonlines.com/>

L. Conard stated that the coordination plan must be submitted to WisDOT in December of 2013.

M. Schlautman asked if the Aging and Disability Resource Center (ADRC) staff can do anything to assist in the county planning effort.

L. Conard stated that she will be creating the required "meeting flyer" and will be asking members of the committee to post the flyer at their agencies.

4. Round robin discussion about paratransit service.

S. Popp stated that she had two clients call within a couple of days of each other noting that they had attempted to schedule a paratransit trip with MV. In both cases the client reported that they were told by MV that they had no openings.

P. Kiewiz stated that ADA allows the provider to negotiate a pick up time (within 30 minutes of the requested time). It was not known if the clients were offered appropriate alternative times and chose to not accept them.

S. Popp asked about MV staff taking reservations prior to 8:00 a.m.

P. Kiewiz stated that Metro policy is that MV may begin taking reservations at 8:00 a.m.

P. Kiewiz reminded everyone that if any of the agencies have a client applying for paratransit certification, they should submit a completed medical form. Metro staff cannot approve an application until the form is completed.

G. Jackson, manager of MV Transportation, encouraged paratransit riders and agency staff to contact him if they have any concerns regarding the service.

D. Weyer stated that the US 41 reconstruction project is creating detours and asked Metro and MV if they were receiving timely updates. D. Weyer also noted that work on Hansen Road was beginning soon.

P. Kiewiz confirmed that she was receiving proper notice from WisDOT.

L. Conard encouraged members to "save the date" of Friday, July 26, 2013, from 8:30 a.m. to 12:00 p.m. because the Northeast Wisconsin Regional Access to Transportation Committee (NEWRATC), in partnership with the East Central Regional Planning Commission, will be hosting a transportation conference. Carrie Porter, an expert on medical assistance transportation, will be one of the keynote speakers. All are invited, and an invitation will be sent to the TCC members once the agenda has been issued.

T. Wittig stated that the Green Bay Transit Commission implemented a new policy regarding certified paratransit clients. Clients may now use the fixed route bus service for free and bring along one attendant at no charge. This will save the user \$6.00 per round trip and save Green

Bay Metro the subsidy paid to MV for each paratransit trip taken.

5. Other matters.

C. Runge noted that P. Finder-Stone is no longer on the ADRC Board of Directors and that this will be her last meeting as a representative of the ADRC Board. C. Runge thanked P. Finder-Stone for her service on the TCC as an ADRC Board member. C. Runge stated that he asked P. Finder-Stone if she would be willing to serve on the TCC as a citizen member, and she said that she would.

C. Runge asked S. Popp to provide the committee with an update regarding the new medical assistance transportation broker, MTM.

S. Popp stated that MTM is taking over for LogistiCare. MTM will begin service on August 1, 2013. The general reservation and "Where's my ride?" phone numbers will remain the same. Clients can begin calling in reservations with MTM starting July 17 for trips requested on August 1 or after.

In addition to the reservation and "Where's my ride?" phone lines, MTM will offer a "Care line" for clients to register complaints. The number for this phone line has not yet been established.

S. Popp stated that when a client initially calls MTM, staff will go through an over-the-phone application process. S. Popp stated that she has not seen the script for the application. LogistiCare's application records will not be transferred to MTM; therefore, clients will need to provide this information to MTM.

S. Popp stated that MTM is hosting a number of meetings across the state for interested public and private-for-profit transportation providers and stakeholders.

P. Kiewiz stated she attended one of the meetings. Representatives from MTM will be meeting with Metro staff to discuss fixed route and paratransit options. It is possible that MTM will ask Metro to allow clients to use MV. In this case, MTM could (and will likely) be required to reimburse MV for the full cost of these trips.

L. Conard noted that Metro is under no obligation to allow MTM to assign trips to the paratransit program. This is a decision Metro staff and the Transit Commission will make. However, MTM may be reluctant to assign a trip to the paratransit program given the approximately \$25.00 per trip cost within the current paratransit service area. Less expensive transportation services would likely be sought by MTM.

L. Conard added that if MA clients used the fixed route system, it would be a win-win for all.

S. Popp stated the Wisconsin Department of Human Services (DHS) is in the process of hiring an independent third party ombudsman. DHS is currently negotiating with the firm Hewlett-Packard. The start date has not been identified.

S. Popp stated MTM will be responsible for certain VA trips. This is a welcome change from the previous contract.

S. Popp stated that MTM is asking its providers to contact their next day appointments the night before the ride to confirm trip details. Hopefully, this will reduce no-shows.

S. Popp summarized by stating that many in the industry believe MTM is better equipped to handle the contract than the previous provider, LogistiCare. However, whenever there is a transition, there is always initial confusion.

L. Conard noted that the new contract also calls for higher performance standards in terms of client on-phone wait times. LogistiCare was documented for having excessive on-phone wait times.

C. Runge reviewed the following:

The remaining TCC meeting dates in 2013 are as follows:

Monday, September 9
Monday, December 9

The meetings will be held at:

Green Bay Metro Transportation Center
901 University Avenue
Green Bay, Wisconsin
10:00 a.m.

6. Adjourn.

C. Runge closed the meeting at 11:05 a.m.

October 16, 2013

TO THE HONORABLE CHAIRMAN AND MEMBERS
OF THE BROWN COUNTY BOARD OF SUPERVISORS

Ladies and Gentlemen:

**RESOLUTION AMENDING THE BROWN COUNTY
FARMLAND PRESERVATION PLAN MAP**

WHEREAS, the State of Wisconsin Department of Agriculture, Trade, and Consumer Protection requires consistency between the county farmland preservation plan map and local zoning maps for the local zoning ordinances to qualify for certification by the State of Wisconsin Department of Agriculture, Trade, and Consumer Protection; and

WHEREAS, the local units of government participating in the Farmland Preservation Program are updating their local zoning ordinances and maps for certification by the State of Wisconsin Department of Agriculture, Trade, and Consumer Protection; and

WHEREAS, Brown County was approached by several of its participating local units of government requesting an amendment to the Brown County Farmland Preservation Plan Map; and

WHEREAS, an amendment to the Brown County Farmland Preservation Plan Map will create the necessary consistency between the Brown County Farmland Preservation Plan Map; and local zoning maps; and

WHEREAS, consistency of said Brown County Farmland Preservation Plan map and local zoning maps will allow qualified Brown County landowners to continue to apply for the Wisconsin Farmland Preservation State Income Tax Credit; and

WHEREAS, after public meeting and due consideration the Brown County Planning Commission has forwarded a resolution recommending the adoption of the Brown County

Farmland Preservation Plan map amendment to the Planning, Development, and Transportation Committee of the Brown County Board of Supervisors; and

WHEREAS, a public hearing was held by the Brown County Planning, Development, and Transportation Committee of the Brown County Board on September 23, 2013, following a Class I public notice and 30-day review period; and

WHEREAS, following public hearing, public meeting, and due consideration the Planning Development and Transportation Committee has recommended adoption of the Brown County Farmland Preservation Plan map amendment to the Brown County Board of Supervisors; and

NOW, THEREFORE, BE IT RESOLVED, that the Brown County Board of Supervisors adopts the Brown County Farmland Preservation Plan map amendment as attached.

Respectfully submitted,

PLANNING, DEVELOPMENT AND
TRANSPORTATION COMMITTEE

Approved By:

Troy Streckenbach, County Executive

Date Signed: _____

Authored by: _____

Final Draft Approved by Corporation Counsel

Fiscal Note: This resolution does not require an appropriation from the General Fund.

BOARD OF SUPERVISORS ROLL CALL # _____

Motion made by Supervisor _____

Seconded by Supervisor _____

SUPERVISOR NAMES	DIST. #	AYES	NAYS	ABSTAIN
SIEBER	1			
DE WANE	2			
NICHOLSON	3			
HOYER	4			
HOPP	5			
HAEFS	6			
ERICKSON	7			
ZIMA	8			
EVANS	9			
VANDER LEEST	10			
BUCKLEY	11			
LANDWEHR	12			
DANTINNE, JR	13			

SUPERVISOR	DIST. #	AYES	NAYS	ABSTAIN
LA VIOLETTE	14			
WILLIAMS	15			
KASTER	16			
VAN DYCK	17			
JAMIR	18			
ROBINSON	19			
CLANCY	20			
CAMPBELL	21			
MOYNIHAN, JR	22			
STEFFEN	23			
CARPENTER	24			
LUND	25			
FEWELL	26			

Total Votes Cast _____

Motion: Adopted _____ Defeated _____ Tabled _____

PLANNING COMMISSION

Brown County



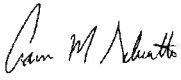
305 E. WALNUT STREET, ROOM 320
P.O. BOX 23600
GREEN BAY, WISCONSIN 54305-3600

CHUCK LAMINE, AICP

PHONE (920) 448-6480 FAX (920) 448-4487
WEB SITE www.co.brown.wi.us/planning

PLANNING DIRECTOR

MEMORANDUM

DATE: September 9, 2013
TO: Brown County Planning, Development, and Transportation Committee
FROM: Aaron Schuette, Principal Planner 
RE: Brown County Farmland Preservation Plan Map Amendment

Since adoption of the Brown County Farmland Preservation Plan in 2012, the local participating communities have been in the process of reviewing and amending their local zoning maps and ordinances. In order to continue to create eligibility for their qualified landowners to utilize the Wisconsin Farmland Preservation State Income Tax Credit, the local zoning maps and ordinances must be consistent with the Brown County Farmland Preservation Plan. Six communities (the Villages of Hobart and Suamico and Towns of Humboldt, Ledgeview, New Denmark, and Scott) have requested minor changes to the Brown County Farmland Preservation Plan map to ensure consistency with their draft revised zoning ordinances. I have included a map that identifies the proposed changes and a map of the proposed amended Farmland Preservation Plan map (Figure 4-1) for your information.

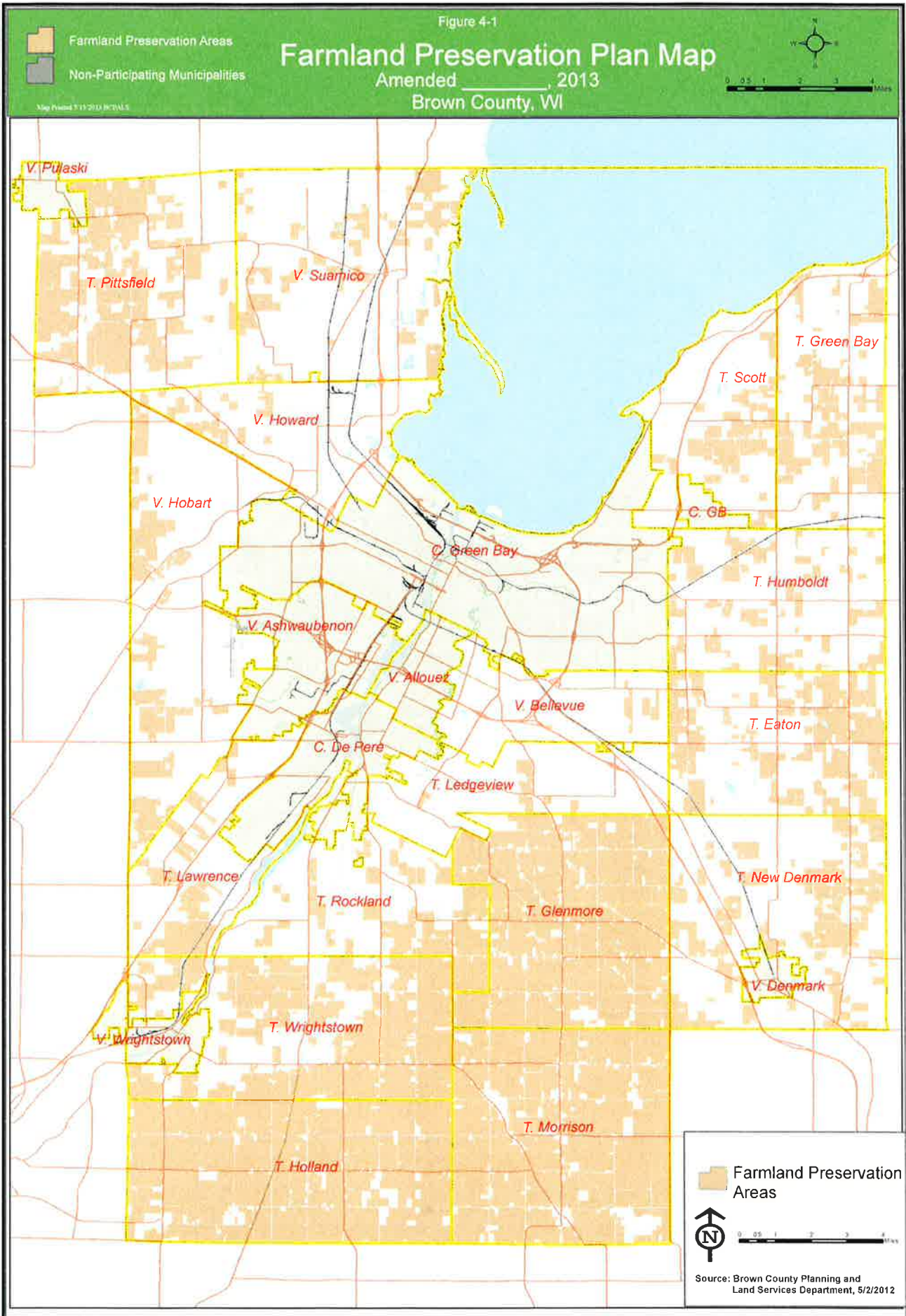
Should you have any questions at all related to the Farmland Preservation Plan map amendment, please feel free to call me at 448-6486 or email me at schuette_am@co.brown.wi.us.

AS:lw

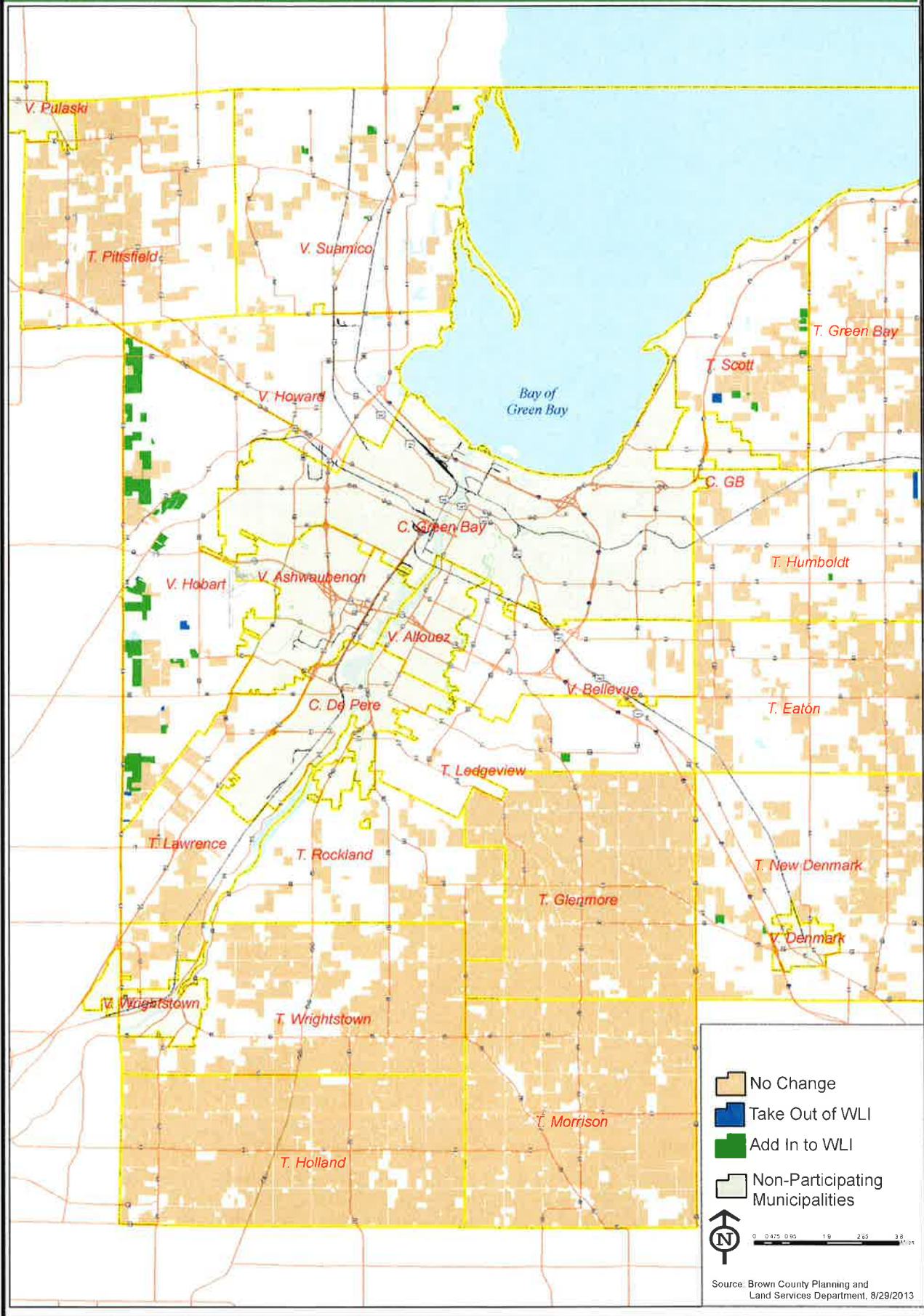
cc: Matt Heyroth, Brown County Planning and Land Services Department
Jim Jolly, Brown County Land and Water Conservation Department



5



Proposed Farmland Preservation Plan Map Changes



September 18, 2013

TO THE HONORABLE CHAIRMAN AND MEMBERS
OF THE BROWN COUNTY BOARD OF SUPERVISORS

Ladies and Gentlemen:

RESOLUTION REGARDING RECLASSIFICATION OF POSITIONS
CLERK/TYPIST II, CLERK II, CLERK II/DATA CONTROL

WHEREAS, the District Attorney's office currently has a vacant 1.00 FTE Clerk/Typist II position; and

WHEREAS, the Human Resources department conducted a study of the Clerk/Typist II job duties as well as similar positions of Clerk II and Clerk II/Data Control and determined the requirements for all of the positions are the same; and

WHEREAS, the Human Resources department further researched similar positions in the local market, other municipalities and referenced the U.S. Bureau of Labor Occupational Outlook Handbook for comparison data; and

WHEREAS, as a result of the study, Human Resources recommends that the Clerk/Typist II, Clerk II and Clerk II/Data Control positions be placed in Pay Grade 6 of the Classification and Compensation Plan to be consistent with similar positions in the County and the industry; and

WHEREAS, employees currently in Clerk/Typist II, Clerk II and Clerk II/Data Control positions will retain their current wage; and

WHEREAS, future vacancies for Clerk/Typist II, Clerk II and Clerk II/Data Control positions will be filled at Pay Grade 6 of the Classification and Compensation Plan.

NOW, THEREFORE, BE IT RESOLVED by the Brown County Board of Supervisors the Clerk/Typist II, Clerk II and Clerk II/Data Control positions be placed in Pay Grade 6 of the Classification and Compensation Plan.

BE IT FURTHER RESOLVED, employees currently in Clerk/Typist II, Clerk II and Clerk II/Data Control positions will retain their current hourly wage.

BE IT FURTHER RESOLVED, future vacancies for Clerk/Typist II, Clerk II and Clerk II/Data Control positions will be filled at Pay Grade 6 of the Classification and Compensation Plan.

Annual Budget Impact

Clerk/Typist II, Clerk II, Clerk II/Data Control
1,950 annual hours
Pay Grade 6, Step 3

Clerk/Typist II

23.00 FTE's in various departments	<u>Salary</u>	<u>Fringe</u>	<u>Total</u>
Clerk/Typist II (Current Rate)	\$(31,727)	\$(20,921)	\$(52,648)
Clerk/Typist II (Pay Grade 6, Step 3)	\$ 27,203	\$ 20,245	\$ 47,448
Annual Budget Impact per FTE	<u>\$(4,524)</u>	<u>\$(676)</u>	<u>\$(5,200)</u>

Clerk II

3.00 FTE's at Human Services – CTC	<u>Salary</u>	<u>Fringe</u>	<u>Total</u>
Clerk II (Current Rate)	\$(31,551)	\$(20,895)	\$(52,446)
Clerk II (Pay Grade 6, Step 3)	\$ 27,203	\$ 20,245	\$ 47,448
Annual Budget Impact per FTE	<u>\$(4,348)</u>	<u>\$(650)</u>	<u>\$(4,998)</u>

Clerk II and Clerk II/Data Control

8 FTE's at Human Services – Community Programs	<u>Salary</u>	<u>Fringe</u>	<u>Total</u>
Clerk II & Clerk II/Data Control (Current Rate)	\$(32,351)	\$(21,014)	\$(53,365)
Clerk II & Clerk II/Data Control (Pay Grade 6, Step 3)	\$ 27,203	\$ 20,245	\$ 47,448
Annual Budget Impact per FTE	<u>\$(5,148)</u>	<u>\$(769)</u>	<u>\$(5,917)</u>

Savings would be realized for each Clerk/Typist II, Clerk II and Clerk II/Data Control vacancy filled after approval of resolution. There is currently a 1.00 FTE Clerk/Typist II vacancy in the District Attorney's office.

Fiscal Note: This resolution does not require an appropriation from the General Fund.

Respectfully submitted,

PUBLIC SAFETY COMMITTEE
EDUCATION & RECREATION COMMITTEE
PLANNING, DEVELOPMENT &
TRANSPORTATION COMMITTEE
HUMAN SERVICES COMMITTEE
ADMINISTRATION COMMITTEE
EXECUTIVE COMMITTEE

Approved By:

Troy Streckenbach, County Executive

Date Signed: _____

Authored by: Human Resources
Final Draft Approved by Corporation Counsel

BOARD OF SUPERVISORS ROLL CALL # _____

Motion made by Supervisor _____

Seconded by Supervisor _____

SUPERVISOR NAMES	DIST #	AYES	NAYS	ABSTAIN
SIEBER	1			
DE WANE	2			
NICHOLSON	3			
HOYER	4			
HOPP	5			
HAEFS	6			
ERICKSON	7			
ZIMA	8			
EVANS	9			
VANDER LEESE	10			
BUCKLEY	11			
LANDWEHR	12			
DANTINNE, JR	13			

SUPERVISOR	DIST. #	AYES	NAYS	ABSTAIN
LA VIOLETTE	14			
WILLIAMS	15			
KASTER	16			
VAN DYCK	17			
JAMIR	18			
ROBINSON	19			
CLANCY	20			
CAMPBELL	21			
MOYNIHAN, JR	22			
STEFFEN	23			
CARPENTER	24			
LUND	25			
FEWELL	26			

Total Votes Cast _____

Motion _____ Adopted _____ Defeated _____ Tabled _____

HUMAN RESOURCES DEPARTMENT



305 E. WALNUT STREET
P.O. BOX 23600
GREEN BAY, WI 54305-3600



LYNN VANDEN LANGENBERG

PHONE (920) 448-4071 FAX (920) 448-6277 WEB: www.co.brown.wi.us

INTERIM HUMAN RESOURCES MANAGER

RESOLUTION/ORDINANCE SUBMISSION TO COUNTY BOARD

DATE: 08/26/13

REQUEST TO: Public Safety Committee; Education & Recreation Committee; Planning, Development & Transportation Committee; Human Services Committee; Administration Committee

MEETING DATE: 09/04/13

REQUEST FROM: Lynn Vanden Langenberg
Interim Human Resources Manager

REQUEST TYPE: ☒ New resolution ☐ Revision to resolution
☐ New ordinance ☐ Revision to ordinance

TITLE: Resolution Regarding Reclassification of Positions Clerk/Typist II, Clerk II, Clerk II/Data Control

ISSUE/BACKGROUND INFORMATION:

A Clerk/Typist II vacancy prompted a study of similar positions in the County compared to the local market, other municipalities and the U.S. Bureau of Labor Occupational Outlook Handbook.

ACTION REQUESTED:

Place the Clerk/Typist II, Clerk II and Clerk II/Data Control positions in Pay Grade 6 of the Classification and Compensation Plan to be consistent with similar positions in the County and the industry.

FISCAL IMPACT:

NOTE: This fiscal impact portion is initially completed by requestor, but verified by the DOA and updated if necessary.

1. Is there a fiscal impact? ☒ Yes ☐ No
 - a. If yes, what is the amount of the impact? There will be savings of \$5,200 for a current Clerk/Typist II vacancy. Additional savings of \$4,998 to \$5,917 will be realized for each Clerk/Typist II, Clerk II and Clerk II/Data Control vacancy in the future.
 - b. If part of a bigger project, what is the total amount of the project? \$ _____
 - c. Is it currently budgeted? ☐ Yes ☐ No
 1. If yes, in which account? _____
 2. If no, how will the impact be funded? _____

☒ **COPY OF RESOLUTION OR ORDINANCE IS ATTACHED**

HUMAN RESOURCES DEPARTMENT

Brown County

305 E. WALNUT STREET
P.O. BOX 23600
GREEN BAY, WI 54305-3600



LYNN VANDEN LANGENBERG

PHONE (920) 448-4071 FAX (920) 448-6277 WEB: www.co.brown.wi.us

INTERIM HUMAN RESOURCES MANAGER

TO: Lynn Vanden Langenberg
FROM: Tom Smith, Human Resources Analyst
RE: Review of Clerk/Typist II Pay Rate
DATE: August 20, 2013

1. I have reviewed the multiple position descriptions for the Clerk/Typist II, Clerk II, and Clerk II/Data Control, and found the requirements for the positions are the same. We currently pay Clerk Typist II's in nine different departments, with four different wage scales, based on the contracts they were previously represented under. The range in the four contracts is:

HS Para-Professionals	\$15.6749 - \$16.5948
CTC 1901	\$14.5612 - \$16.1753
Courthouse	\$15.2743 - \$16.2743
Museum	\$15.5420 - \$16.2743

In an attempt to reconcile these, I have point factored the position and compared it to other local jobs to put us in line with fair market value.

2. The attached position description shows the general duties the Clerk/Typist II performs. These duties are not being changed and will remain in effect.

3. While point factoring the position, it is my recommendation, based on the Archer Matrix Point Factor Job Evaluation System, that this position be placed in Pay Grade 6, with a range of \$13.16 to \$15.67 per hour.

4. To determine the local fair market value, I contacted the companies listed below:

<u>Company</u>	<u>Hourly Compensation</u>
Seek Employment	\$13.00
Winnebago County	\$12.15 - \$17.91
Shawano County	\$12.55 - \$14.57
Oconto County	\$17.42 - \$18.74
Outagamie County	\$12.94 - \$16.44
State Rate (Office Associate)	\$13.05 - \$19.97

I also researched the US Bureau of Labor Occupational Outlook Handbook to determine the median annual wage of general Office Clerks. The chart below paints the national picture:

Government	\$14.82/hour
Health Care and Social Services	\$12.80/hour
Educational Services; State, Local, Private	\$12.75/hour

Administrative and Support Services

\$12.06/hour

5. Based on the information above, I feel confident that the proposed compensation is within the fair market value and will provide Brown County with qualified candidates to continue providing the quality service required. I recommend the position of Clerk/Typist II and Clerk II and Clerk II/Data Control be placed in Pay Grade 6 of the Brown County Classification and Compensation Plan.

The salary range for Pay Grade 6 is:

<u>Hourly</u>	<u>Annual</u> (2,080 hours)
Step 1 – \$13.1649	\$27,383
Step 2 – \$13.5534	\$28,191
Step 3 – \$13.9514	\$29,019
Step 4 – \$14.3630	\$29,875
Step 5 – \$14.7870	\$30,757
Step 6 – \$15.2236	\$31,665
Step 7 – \$15.6721	\$32,598

Thomas Smith
Human Resources Analyst

Budget Impact
(Estimated at Step 3 of Pay Grade 6)

Human Services Para-Professional

Clerk II Clerk II/Data Control	Hourly Wage	Annual Hours	Annual Salary	Fringe	Total Cost
Current Rate	\$16.59	1,950	-32,351	-\$21,014	-\$53,365
New Rate	\$13.95	1,950	27,203	20,245	47,448
Net Savings			-\$5,148	-\$769	-\$5,917

Total Budget Impact **-\$5,917** (Per Position)
8 assigned to Human Services
Community Programs

CTC 1901 Clerk II	Hourly Wage	Annual Hours	Annual Salary	Fringe	Total Cost
Current Rate	\$16.18	1,950	-31,551	-\$20,895	-\$52,446
New Rate	\$13.95	1,950	27,203	20,245	47,448
Net Savings			-\$4,348	-\$650	-\$4,998

Total Budget Impact **-\$4,998** (Per Position)
3 assigned to Human Services
CTC

Museum & Courthouse Clerk Typist II	Hourly Wage	Annual Hours	Annual Salary	Fringe	Total Cost
Current Rate	\$16.27	1,950	-31,727	-\$20,921	-\$52,648
New Rate	\$13.95	1,950	27,203	20,245	47,448
Net Savings			-\$4,524	-\$676	-\$5,200

Total Budget Impact **-\$5,200** (Per Position)
23 assigned to various departments

Total Annual Estimated Savings:

$$8 \text{ at } \$5,917 = \$ 47,336$$

3 at \$4,998 = \$ 14,994

23 at \$5,200 = \$119,600

\$181,930

**BROWN COUNTY
POSITION DESCRIPTION**

POSITION TITLE: CLERK/TYPIST II

REPORTS TO: OFFICE MANAGER II

DEPARTMENT: DISTRICT ATTORNEY OFFICE

REPRESENTATION UNIT: COURTHOUSE

JOB SUMMARY:

Performs varied and increasingly responsible clerical and typist work calling for independent judgment, initiative and specialized knowledge in carrying out established procedures or applying laws or regulations. Responsible for conducting transactions with the public with matters requiring interpretation and analysis of laws, rules, and/or departmental policies and procedures.

ESSENTIAL DUTIES:

Types reports, correspondence, vouchers, dockets, receipts, schedules, index cards, minutes, calendars, and statistical data from written or printed material.

Receives payments, issues receipts and accounts for monies handled.

Performs receptionist and/or counter duties.

Answers all incoming calls and places outgoing calls as needed.

Answers questions regarding departmental regulations and policies.

Reproduces multiple copies of work.

Performs data entry functions for all referrals.

Performs filing and searching.

Gathers information on a variety of subjects and compiles financial, statistical and legal reports.

Maintains receipt books and makes necessary deposits.

Analyzes and interprets information contained in a variety of documents, forms, reports, etc. for processing.

Obtains information from the public for the completion of forms, documents, records, etc.

Refers inquiries to proper department or official.

Independently compiles data and prepares various reports.

NON-ESSENTIAL DUTIES:

Performs related functions as assigned.

MATERIALS AND EQUIPMENT USED:

General office equipment
Computer

MINIMUM QUALIFICATIONS REQUIRED:**Education and Experience:**

High School Diploma including or supplemented by a course in typing plus one year experience as a Clerk/Typist I in the department assigned or one year in a similar position; or any equivalent combination of education, training and experience which provides the necessary knowledge, skills and abilities.

Licenses and Certifications:

None

Knowledge, Skills and Abilities:

Knowledge of general office procedures.

Knowledge of business English, spelling and grammar.

Knowledge of simple bookkeeping.

Specialized knowledge pertaining to the department in which employed.

Ability to type at a minimum rate of 50 net words per minute.

Ability to interview and obtain information from the public.

Ability to communicate effectively both orally and in writing.

Ability to establish and maintain effective working relationships with staff and the public.

Ability to work the required hours of the position.

PHYSICAL DEMANDS:

Lifting 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds.

Intermittent standing, walking and sitting.

Capable of using hand(s)/feet for repetitive single grasping, fine manipulation, pushing and pulling, and operating controls.

Occasional bending, twisting, squatting, climbing, reaching, and grappling.

Communicating orally in a clear manner.

Distinguishing sounds at various frequencies and volumes.

Distinguishing people or objects at varied distances under a variety of light conditions.

This job description should not be interpreted as all inclusive. It is intended to identify the major responsibilities and requirements of this job. The incumbents may be requested to perform job-related responsibilities and tasks other than those stated on this specification.

Reviewed: 03/05; 11/01/06; 12/14/07; 08/01/08

Revised: 02/96

I have read the above position description and understand the duties and responsibilities of the position.

Employee Name (Please Print)

Date

Employee Signature

October 16, 2013

TO THE HONORABLE CHAIRMAN AND MEMBERS
OF THE BROWN COUNTY BOARD OF SUPERVISORS

Ladies and Gentlemen:

RESOLUTION REGARDING RECLASSIFICATION OF POSITIONS
CLERK/TYPIST I, CLERK I, TYPIST I

WHEREAS, there is currently a vacant Clerk/Typist I position in the Child Support Agency; and

WHEREAS, the Human Resources department conducted a study of the Clerk/Typist I job duties as well as the similar positions of Clerk I and Typist I and determined the requirements for all of the positions are the same; and

WHEREAS, the Human Resources department further researched similar positions in the local market, other municipalities and referenced the U.S. Bureau of Labor Occupational Outlook Handbook for comparison data; and

WHEREAS, the research found that this position and similar positions have a starting rate of \$11.34 - \$16.00 in public entities and have a starting rate of \$11.00 in a placement agency; and

WHEREAS, as a result of the study, Human Resources recommends that the Clerk/Typist I, Clerk I and Typist I positions be placed in Pay Grade 4 (pay range \$11.81 - \$14.06) of the Classification and Compensation Plan to be consistent with similar positions in the County and the industry; and

WHEREAS, employees currently in Clerk/Typist I, Clerk I and Typist I positions will retain their current wage; and

WHEREAS, future vacancies for Clerk/Typist I, Clerk I and Typist I positions will be filled at Pay Grade 4 of the Classification and Compensation Plan.

NOW, THEREFORE, BE IT RESOLVED by the Brown County Board of Supervisors the Clerk/Typist I, Clerk I and Typist I positions be placed in Pay Grade 4 of the Classification and Compensation Plan.

BE IT FURTHER RESOLVED, employees currently in Clerk/Typist I, Clerk I and Typist I positions will retain their current hourly wage.

BE IT FURTHER RESOLVED, future vacancies for Clerk/Typist I, Clerk I and Typist I positions will be filled at Pay Grade 4 of the Classification and Compensation Plan.

Annual Budget Impact

Reclassify Clerk/Typist I, Clerk I, Typist I
1,950 annual hours

Clerk/Typist I

Courthouse	<u>Salary</u>	<u>Fringe</u>	<u>Total</u>
7.00 FTE's in various departments			
Current Rate (\$15.63)	\$(30,479)	\$(20,735)	\$(51,214)
Pay Grade 4, Step 3 (\$12.53)	\$ 24,434	\$ 19,833	\$ 44,267
Annual Budget Impact per FTE	<u>\$(6,045)</u>	<u>\$(902)</u>	<u>\$(6,947)</u>

Clerk I & Typist I

Human Services Para-Professionals	<u>Salary</u>	<u>Fringe</u>	<u>Total</u>
1.00 FTE			
Current Rate (\$15.43)	\$(30,089)	\$(20,677)	\$(50,766)
Pay Grade 4, Step 3 (\$12.53)	\$ 24,434	\$ 19,833	\$ 44,267
Annual Budget Impact per FTE	<u>\$(5,655)</u>	<u>\$(844)</u>	<u>\$(6,499)</u>

Clerk/Typist I, Clerk I, Typist I

CTC 1901	<u>Salary</u>	<u>Fringe</u>	<u>Total</u>
1.00 FTE			
Current Rate (\$15.61)	\$(30,440)	\$(20,729)	\$(51,169)
Pay Grade 4, Step 3 (\$12.53)	\$ 24,434	\$ 19,833	\$ 44,267
Annual Budget Impact per FTE	<u>\$(6,006)</u>	<u>\$(896)</u>	<u>\$(6,902)</u>

Savings would be realized for each Clerk/Typist I, Clerk I and Typist I vacancy filled after approval of resolution. There is currently a 1.00 FTE Clerk/Typist I vacancy in the Child Support Agency.

Respectfully submitted,

PLANNING, DEVELOPMENT &
TRANSPORTATION COMMITTEE
HUMAN SERVICES COMMITTEE
ADMINISTRATION COMMITTEE
PUBLIC SAFETY COMMITTEE
EXECUTIVE COMMITTEE

Approved By:

COUNTY EXECUTIVE

Date Signed: _____

Final Draft Approved by Corporation Counsel

BOARD OF SUPERVISORS ROLL CALL # _____

Motion made by Supervisor _____

Seconded by Supervisor _____

SUPERVISORS	DIST. #	AYES	NAYS	ABSTAIN	EXCUSED
SIEBER	1				
DE WANE	2				
NICHOLSON	3				
HOYER	4				
HOPP	5				
HAEFS	6				
ERICKSON	7				
ZIMA	8				
EVANS	9				
VANDER LEESE	10				
BUCKLEY	11				
LANDWEHR	12				
DANTINNE, JR	13				

SUPERVISORS	DIST. #	AYES	NAYS	ABSTAIN	EXCUSED
LA VIOLETTE	14				
KATERS	15				
KASTER	16				
VAN DYCK	17				
JAMIR	18				
ROBINSON	19				
CLANCY	20				
CAMPBELL	21				
MOYNIHAN, JR.	22				
STEFFEN	23				
CARPENTER	24				
LUND	25				
FEWELL	26				

Total Votes Cast _____

Motion: Adopted _____ Defeated _____ Tabled _____

HUMAN RESOURCES DEPARTMENT



305 E. WALNUT STREET
P.O. BOX 23600
GREEN BAY, WI 54305-3600



LYNN VANDEN LANGENBERG

PHONE (920) 448-4071 FAX (920) 448-6277 WEB: www.co.brown.wi.us

INTERIM HUMAN RESOURCES MANAGER

RESOLUTION/ORDINANCE SUBMISSION TO COUNTY BOARD

DATE: 09/18/13

REQUEST TO: Planning, Development & Transportation Committee; Human Services Committee; Administration Committee, Public Safety Committee, Executive Committee

MEETING DATE: 09/04/13

REQUEST FROM: Lynn Vanden Langenberg
Interim Human Resources Manager

REQUEST TYPE: ☒ New resolution ☐ Revision to resolution
☐ New ordinance ☐ Revision to ordinance

TITLE: Resolution Regarding Reclassification of Positions Clerk/Typist I, Clerk I, Typist I

ISSUE/BACKGROUND INFORMATION:

A Clerk/Typist I vacancy prompted a study of similar positions in the County compared to the local market, other municipalities and the U.S. Bureau of Labor Occupational Outlook Handbook.

ACTION REQUESTED:

Place the Clerk/Typist I, Clerk I and Typist I positions in Pay Grade 4 of the Classification and Compensation Plan to be consistent with similar positions in the County and the industry.

FISCAL IMPACT:

NOTE: This fiscal impact portion is initially completed by requestor, but verified by the DOA and updated if necessary.

1. Is there a fiscal impact? ☒ Yes ☐ No
 - a. If yes, what is the amount of the impact? There will be savings of \$6,947 for a current Clerk/Typist I vacancy. Additional savings of \$6,499-\$6,947 will be realized for each Clerk/Typist I, Clerk I or Typist I vacancy in the future.
 - b. If part of a bigger project, what is the total amount of the project? \$ _____
 - c. Is it currently budgeted? ☐ Yes ☐ No
 1. If yes, in which account? _____
 2. If no, how will the impact be funded? _____

☒ **COPY OF RESOLUTION OR ORDINANCE IS ATTACHED**

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BUDGET ADJUSTMENT REQUEST

<u>Adjustment</u>	<u>Description</u>	<u>Approval Level</u>
<input type="checkbox"/> Category 1	Reallocation from one account to another <u>within</u> the major budget classifications.	Department Head
<input type="checkbox"/> Category 2	<input type="checkbox"/> a. Change in Outlay not requiring the reallocation of funds from another major budget classification. <input type="checkbox"/> b. Change in any item within Outlay account which requires the reallocation of funds from any other major budget classification or the reallocation of Outlay funds to another major budget classification.	County Executive County Board
<input type="checkbox"/> Category 3	<input type="checkbox"/> a. Reallocation between budget classifications other than 2b or 3b adjustments. <input type="checkbox"/> b. Reallocation of personnel services and fringe benefits to another major budget classification except contracted services, or reallocation to personnel services and fringe benefits from another major budget classification except contracted services.	County Executive County Board
<input type="checkbox"/> Category 4	Interdepartmental reallocation or adjustment (including reallocation from the County's General Fund)	County Board
<input checked="" type="checkbox"/> Category 5	Increase in expenses with offsetting increase in revenue	County Board

Increase	Decrease	Account #	Account Title	Amount
<input checked="" type="checkbox"/>	<input type="checkbox"/>	100.083.001.4301	Federal Grant Revenue	1,000
<input checked="" type="checkbox"/>	<input type="checkbox"/>	100.083.001.5300	Supplies	209
<input checked="" type="checkbox"/>	<input type="checkbox"/>	100.083.001.5100	Regular Earnings	735
<input checked="" type="checkbox"/>	<input type="checkbox"/>	100.083.001.5110.100	FICA	56

Narrative Justification:

UW Extension has been awarded an additional \$1,000 USDA Forest Health Protection grant by the WI Department of Natural Resources. With this grant award, UW Extension will purchase seeds for the control of Japanese Hedge Parsley and Poison Hemlock, and salary for Invasive Species employee to control same.

OK

AUTHORIZATIONS

Judy Knudson
Signature of Department Head

Department: U.W. Extension

Date: September 10, 2013

[Signature]
Signature of Executive
Date: 9/12/13

PUBLIC WORKS DEPARTMENT

Brown County

2198 GLENDALE AVENUE
GREEN BAY, WI 54303

PHONE (920) 492-4925 FAX (920) 434-4576
EMAIL: bc_highway@co.brown.wi.us

PAUL H. VAN NOIE
DIRECTOR

Meeting: Planning, Development & Transportation Committee
Meeting Date: 9/23/13
Public Works Report

REPORT TO: PD&T Committee

REPORT FROM: Paul Van Noie
Public Works Director

AGENDA ITEM: Ordinance Dealing With Revision of Speed Zone on CTH C, Village of Howard

ACTION REQUESTED: Ordinance Approval

ISSUE: Ensure the safety of the traveling public of Brown County.

BACKGROUND INFORMATION: The Wisconsin Department of Transportation (WisDOT) is currently reconstructing the intersection of STH 29 / CTH FF. As part of this project, WisDOT is building a new roundabout at the intersection of CTH C @ Sherwood Street. In addition, as part of a 2014 project, Brown County will be reconstructing 725 feet of CTH C, from Catherine Drive to the new roundabout. Therefore, the speed limit signs would not be installed until this construction project is completed in 2014.

RECOMMENDATION ACTION BY COMMITTEE: Currently the speed limit changes from 35 mph to 45 mph at Catherine Drive. Therefore for safety and consistency purposes, we are recommending the PD&T Committee approve the Ordinance and forward to the County Board of Supervisors for approval and implementation.

ALTERNATIVES:

The Committee could take the following action:

- Table the ordinance
- Decline the ordinance
- Amend/change the ordinance

FISCAL IMPACT:

- | | |
|------------------------------|----------|
| 1. Is there a fiscal impact? | Yes |
| 2. Is it currently budgeted? | No |
| 3. If budgeted, which line? | N/A |
| 4. Amount? | \$250.00 |

October 16, 2013

AN ORDINANCE AMENDING SCHEDULE A
OF THE BROWN COUNTY CODE
ENTITLED "SPEED LIMITS"

THE BROWN COUNTY BOARD OF SUPERVISORS DOES ORDAIN AS FOLLOWS:

Section 1 - Section 340.0003, Schedule A of the Brown County Code is hereby amended as follows:

County Trunk Highway "C", Village of Howard

Thirty-five miles per hour from the intersection of Hillcrest Drive Heights to ~~Woodland Road~~ CTH FF.

Forty-five miles per hour from its intersection of ~~Woodland Road~~ CTH FF. to a point 0.41 miles southeast of Glendale Avenue.

Section 2 - This ordinance shall become effective upon passage and publication pursuant to law.

Respectfully submitted,

PLANNING, DEVELOPMENT &
TRANSPORTATION

Approved By:

Troy Streckenbach, (Date)
COUNTY EXECUTIVE

COUNTY CLERK (Date)

COUNTY BOARD CHAIR (Date)

Authored by: Public Works - Highway Division

Final Draft Approved by Corporation Counsel

Fiscal Impact: This amendment does not require an appropriation from the General Fund. Fiscal impact is estimated at \$250, for required new signage which is included in the Public Works - Highway Division budget.

BOARD OF SUPERVISORS ROLL CALL # _____

Motion made by Supervisor _____

Seconded by Supervisor _____

SUPERVISOR NAMES	DIST #	AYES	NAYS	ABSTAIN
SIEBER	1			
DE WANE	2			
NICHOLSON	3			
HOYER	4			
HOPP	5			
HAEFS	6			
ERICKSON	7			
ZIMA	8			
EVANS	9			
VANDER LEEST	10			
BUCKLEY	11			
LANDWEHR	12			
DANTINNE, JR	13			

SUPERVISOR NAMES	DIST #	AYES	NAYS	ABSTAIN
LA VIOLETTE	14			
WILLIAMS	15			
KASTER	16			
VAN DYKE	17			
JAMIR	18			
ROBINSON	19			
CLANCY	20			
CAMPBELL	21			
MOYNIHAN	22			
STEFFEN	23			
CARPENTER	24			
LUND	25			
FEWELL	26			

Total Votes Cast _____

Motion: Adopted _____ Defeated _____ Tabled _____

PUBLIC WORKS DEPARTMENT

Brown County

2198 GLENDALE AVENUE
GREEN BAY, WI 54303

PHONE (920) 492-4925 FAX (920) 434-4576
EMAIL: bc_highway@co.brown.wi.us

PAUL H. VAN NOIE
DIRECTOR

Meeting: Planning, Development & Transportation Committee
Meeting Date: 9/23/13
Public Works Report

REPORT TO: PD&T Committee

REPORT FROM: Paul Van Noie
Public Works Director

AGENDA ITEM: Resolution Authorizing County Trunk Highway Jurisdictional Revisions on
County Highway FF

ACTION REQUESTED: Resolution Approval

ISSUE: Connect CTH C to the new interchange of STH 29.

BACKGROUND INFORMATION: The Wisconsin Department of Transportation is reconstructing the intersection of STH 29 / CTH FF into a diamond interchange. In addition Brown County has a 2014 reconstruction project of the portion of CTH C, from Catherine Drive to a new roundabout being constructed at the intersection of CTH C @ Sherwood Street. Upon completion of the reconstruction project in 2014 and to better connect CTH C to the new intersection of STH 29; Brown County & the Village of Howard are recommending that this portion of Sherwood Street will be jurisdictionally transferred from the Village of Howard to Brown County and become part of CTH FF.

RECOMMENDATION ACTION BY COMMITTEE: Recommend the PD&T Committee approve the Resolution and forward to the County Board of Supervisors for approval and implementation.

ALTERNATIVES:

The Committee could take the following action:

- Table the ordinance
- Decline the ordinance
- Amend/change the ordinance

FISCAL IMPACT:

- | | |
|------------------------------|-----|
| 1. Is there a fiscal impact? | No |
| 2. Is it currently budgeted? | No |
| 3. If budgeted, which line? | N/A |
| 4. Amount? | \$0 |

October 16, 2013

TO THE HONORABLE CHAIRMAN AND MEMBERS
OF THE BROWN COUNTY BOARD OF SUPERVISORS

Ladies and Gentlemen:

RESOLUTION AUTHORIZING COUNTY TRUNK HIGHWAY JURISDICTIONAL
REVISIONS ON COUNTY HIGHWAY FF, IN THE VILLAGE OF HOWARD, BROWN COUNTY

WHEREAS, Section 83.025 of the Wisconsin Statutes authorizes the County Board to make changes in the County Trunk Highway System if it deems that the public good is best served thereby, such revisions to the highway system must be with the consent of the Wisconsin Department of Transportation and approval of the governing body of the city, village or town in which the proposed change is located; and

WHEREAS, for reasons of public safety, the Wisconsin Department of Transportation is reconstructing the intersection of STH 29 & CTH FF into a diamond interchange, including Sherwood Street, from STH 29 to CTH C in the Fall of 2013 and through 2014; and

WHEREAS, to connect CTH C to the new interchange of STH 29, it is in the public's best interest that upon completion of the reconstruction project, in the Summer of 2014, that the Village of Howard street be transferred to Brown County and become part of the County Trunk Highway System, as an extension of CTH FF, from STH 29 to CTH C.

NOW, THEREFORE, BE IT RESOLVED, that the 0.45-mile Sherwood Street, from STH 29 to CTH C, be added to the County Trunk Highway System, effective August 1, 2014.

BE IT FURTHER RESOLVED, that upon adoption of this resolution, the County Clerk will submit two (2) copies to the Wisconsin Department of Transportation, Northeast Region, Green Bay, for approval, and that this resolution shall take effect on August 1, 2014, upon receipt of appropriate action from the Village of Howard evidencing their concurrence with this resolution.

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Respectfully submitted,

PLANNING, DEVELOPMENT &
TRANSPORTATION

Approved By:

Troy Streckenbach,
COUNTY EXECUTIVE

Date Signed: _____

Authored by: Public Works - Highway Division

Final Draft Approved by Corporation Counsel

Fiscal Impact: This amendment does not require an appropriation from the General Fund. This work is included in the Wisconsin Department of Transportation's STH 29 improvement project.

BOARD OF SUPERVISORS ROLL CALL # _____

Motion made by Supervisor _____

Seconded by Supervisor _____

SUPERVISOR NAMES	DIST. #	AYES	NAYS	ABSTAIN
SIEBER	1			
DE WANE	2			
NICHOLSON	3			
HOYER	4			
HOPP	5			
HAEFS	6			
ERICKSON	7			
ZIMA	8			
EVANS	9			
VANDER LEEST	10			
BUCKLEY	11			
LANDWEHR	12			
DANTINNE, JR	13			

SUPERVISOR NAMES	DIST. #	AYES	NAYS	ABSTAIN
LA VIOLETTE	14			
WILLIAMS	15			
KASTER	16			
VAN DYKE	17			
JAMIR	18			
ROBINSON	19			
CLANCY	20			
CAMPBELL	21			
MOYNIHAN	22			
STEFFEN	23			
CARPENTER	24			
LUND	25			
FEWELL	26			

Total Votes Cast _____

Motion: Adopted _____ Defeated _____ Tabled _____

BROWN COUNTY PUBLIC WORKS DEPARTMENT

Management Discussion and Analysis of Operations

Period Ended 8/31/2013

Summary of the Operations for Public Works

The Public Works Department is performing better than anticipated with positive variances in most areas.

HIGHWAY

660 Fund:

For the month of August 2013 we are reflecting a negative variance from budget of \$159,239 and a positive year-to-date variance of \$477,132.

For Aug 2013, "Intergovernmental Revenues" had a negative variance of \$26,105; but a year-to-date positive variance of \$911,248. This positive variance is primarily attributed to the long and heavy winter season we had at the beginning of this year.

"Miscellaneous Revenue" has a positive variance for the month of August of \$106,226 which is primarily due to Capital Projects. The activity on Capital Projects is now in full swing so we expect a positive variance over the next few months and we expect the year-to-date variance to improve as the construction season continues. The year-to-date negative variance in "Miscellaneous Revenue" improved from (\$2,437,176) to (\$2,332,221).

The increase in the above "Miscellaneous Revenue" is offset by a corresponding increase in operating expenses and interdepartmental charges.

240 Fund:

When comparing budget-to-actual results, we planned on using \$611K of reserve funds for year 2013 compared to the estimated actual usage of reserve funds of \$324K which is an improvement from last month. Total county maintenance budget spent to date is 78.77% due to the longer than anticipated winter season; the Public Works Department is doing better than budgeted in the other maintenance categories and has come in under budget in Surface Maintenance, Trash Pickup, Drift Prevention, and Traffic Signal Maintenance. The remaining budget appears to be adequate for the remainder of 2013.

400s-Capital Projects:

For the Highway's Capital Project Funds we are anticipating a fund increase of \$1,124,751, which is primarily attributable to the savings from the projects completed in 2012. Public Works intends to apply \$944K of the savings to future projects to lesson future levy and bonding requirements.

Attached are the August 2013 Budget-to-Actual comparisons for the Highway Division of Public Works. Also, please find a Financial Summary for Road Maintenance through August 31, 2013, which is included in the aforementioned summary.

**BROWN COUNTY PUBLIC WORKS DEPARTMENT
HIGHWAY FINANCIAL SUMMARY
Month Ending August 31, 2013**

660 Fund

	Aug 2013 Budget	Aug 2013 Actual	Variance	YTD Budget	YTD Actual	YTD Variance	Annual Budget	YTD Actual	Percentage
Intergovernmental Revenue	251,507	225,402	(26,105)	2,077,261	2,988,510	911,248	3,400,000	2,988,510	88%
Public Charges	2,589	13,734	11,145	21,383	48,867	27,484	35,000	48,867	140%
Miscellaneous Revenue	1,482,090	1,568,316	106,226	11,696,720	9,364,499	(2,332,221)	17,545,074	9,364,499	53%
Other Financing Sources-Trans	50,917	50,917	(0)	407,336	407,333	(3)	611,000	407,333	67%
Total Revenues	1,767,103	1,858,369	91,266	14,202,700	12,809,210	(1,393,490)	21,591,074	12,809,210	59%
Personnel Cost	594,782	772,861	218,079	4,438,253	4,622,183	183,930	6,657,360	4,622,183	69%
Operating Expenses	1,214,861	1,252,801	37,940	9,718,889	7,655,546	(2,063,343)	14,578,333	7,655,546	53%
Interdepartmental Charges	29,613	24,099	(5,514)	236,907	245,698	8,791	355,361	245,698	69%
Other Financing Uses-Trans	-	-	-	-	-	-	-	-	0%
Total Expenses	1,799,256	2,049,761	250,505	14,384,049	12,523,427	(1,870,622)	21,591,074	12,523,427	58%
Property Taxes	-	-	-	-	-	-	-	-	0%
Increase (Use) of Fund Balance	(32,153)	(191,392)	(159,239)	(191,349)	285,783	477,132	-	285,783	

240 Fund

	Aug 2013 Budget	Aug 2013 Actual	Variance	YTD Budget	YTD Actual	YTD Variance	Annual Budget	YTD Actual	Percentage
Intergovernmental Revenue	-	-	-	2,996,565	2,996,565	-	4,002,000	2,996,565	75%
Property Taxes	14,583	14,583	0	116,667	102,083	(14,584)	175,000	102,083	58%
Total Revenues	14,583	14,583	0	3,113,232	3,098,648	(14,584)	4,177,000	3,098,648	74%
CTH Maintenance	235,958	324,430	88,472	2,503,541	2,665,505	161,964	3,796,000	2,665,505	70%
Bridge Aid & Hwy Construction	31,750	8,771	(22,979)	254,000	49,716	(204,284)	381,000	49,716	13%
Transfer Out	50,917	50,917	(0)	407,333	407,333	0	611,000	407,333	67%
Total Expenses	318,625	384,118	65,493	3,164,874	3,122,554	(42,320)	4,788,000	3,122,554	65%
Increase (Use) of Fund Balance	(304,042)	(369,534)	(65,492)	(51,642)	(23,906)	27,736	(611,000)	(23,906)	

400s--Capital Projects

Est CAP PROJ FUND BALANCE 8/31/13	7,909,530.02
Add Interest Income	3,983.46
Less Projects est costs yet	(6,708,222.35)
Less Payments To Debt Service	(76,556.50)
Estimated Fund Increase	1,124,751.17

Main Contributors (Est Fund Increase)

	2008 Bond	2014 Bond
V-17	123,287.84	
AAA-16	416,979.78	
C-18	314,825.34	
N-15	156,845.14	
K-16	55,775.97	
Total	1,067,514	95%

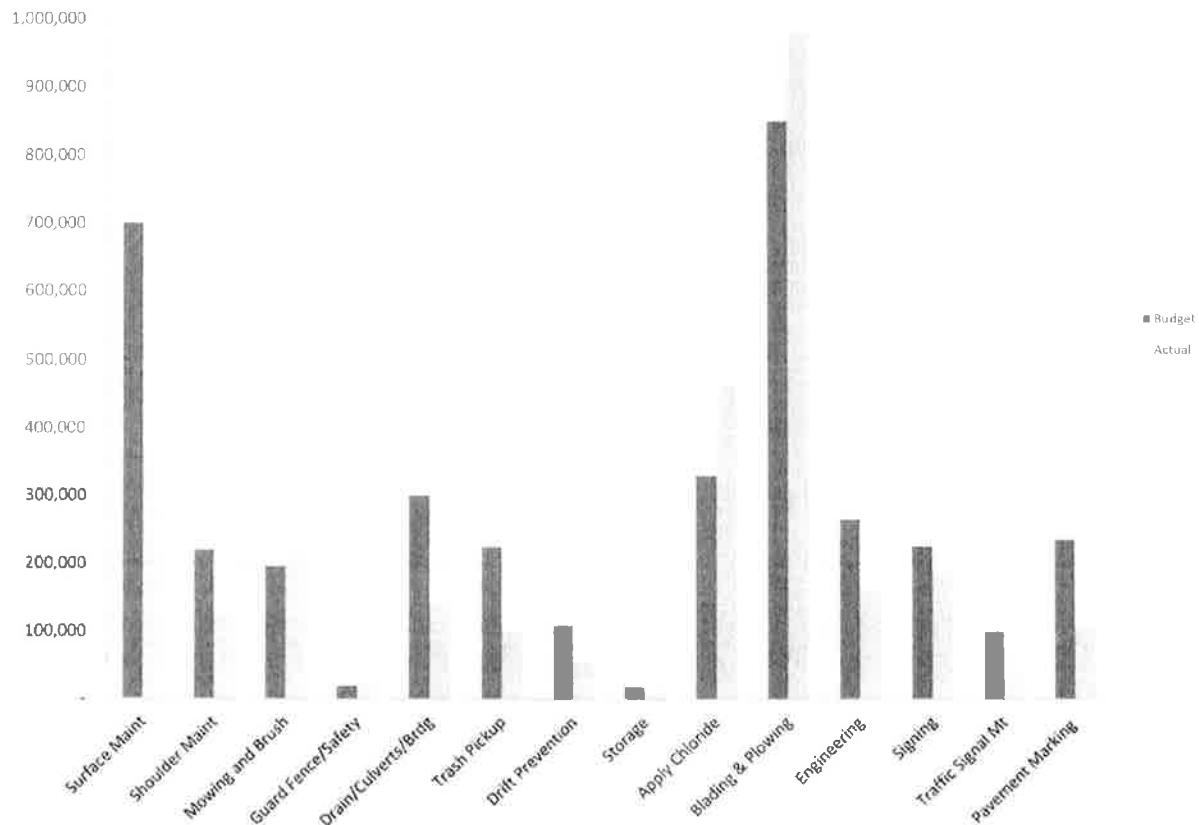
Notes:

Using this as part of 2014 Budget To Transfer Out To Debt Service For Interest Payments
Save for future AAA project in 2014
Save for current C project... there was a portion of C-18 decided not to complete until we did C-19
Save for Future N Project (projected 2015 STP project)
Save for now in case additional charges... in audit phase with DOT

**BROWN COUNTY PUBLIC WORKS
ROAD MAINTENANCE BUDGET TO ACTUAL-FUND 240
AS OF 8/31/13**

	Budget	Actual	Remaining	Percentage Used
Surface Maint	700,000	362,480	337,520	51.78%
Shoulder Maint	220,000	130,946	89,054	59.52%
Mowing and Brush	196,000	226,456	(30,456)	115.54%
Guard Fence/Safety	20,000	26,940	(6,940)	134.70%
Drain/Culverts/Brdg	300,000	142,320	157,680	47.44%
Trash Pickup	225,000	100,499	124,501	44.67%
Drift Prevention	110,000	57,394	52,606	52.18%
Storage	20,000	13,333	6,667	66.67%
Apply Chloride	330,000	464,103	(134,103)	140.64%
Blading & Plowing	850,000	980,630	(130,630)	115.37%
Engineering	265,000	159,799	105,201	60.30%
Signing	225,000	187,418	37,582	83.30%
Traffic Signal Mt	100,000	33,452	66,548	33.45%
Pavement Marking	235,000	104,165	130,835	44.33%
Total	3,796,000	2,989,935	806,065	78.77%

Budget to Actual-Maintenance



FACILITIES

As of August 31, we are showing a year to date (YTD) positive variance of \$158,907. Total revenues are on higher than budgeted by 2%.

Although we have a positive variance in total revenue, "Miscellaneous Revenues" are down by 1% primarily due to the intra-county charges for maintenance and housekeeping at the Community Treatment Center (CTC). This revenue source is down due to reduced service work performed at CTC.

The reduction in Miscellaneous Revenues is offset by a corresponding reduction in personnel costs and operating expenses. The year-to-date interdepartmental charges are running higher than budgeted and is primarily due to Highway performing more work for Facility Management than anticipated and using the Highway Division's Electrician because the Facility Management Division's Electrician was unavailable until May 28.

Attached are the Budget-to-Actual comparisons through August 31, 2013 for the Facilities Division of Public Works.

STAFFING SUMMARY:

HIGHWAY DIVISION			FACILITIES DIVISION		
	Budgeted FTE's	Actual #FTE's		Budgeted FTE's	Actual #FTE's
Mgmt / Office	11.2	10.5 *	Mgmt / Office	6.16	6.1 **
Electrician	1	1	Fac Mechanic / Workers	18	17
Engineering	4	4	Housekeeping	18.5	17.0
Mechanical	11	11	Electrician	1	1
Laborers	65	61 *	Security	0.53	0
Parks	1.65	0	Summer Help	0.46	0
Summer Help	4	0			
TOTAL	97.85	87.50	TOTAL	44.65	41.10

* 4 Full-time Highway Laborers and a 0.7 Clerk Typist II - Unfunded (Per 2013 Budget)

** 0.06 Facility Manager Position eliminated in January 2013.

BROWN COUNTY PUBLIC WORKS DEPARTMENT
FACILITIES FINANCIAL SUMMARY-FUND 100
Month Ending August 31, 2013

	Aug 2013 Budget	Aug 2013 Actual	Variance	YTD Budget	YTD Actual	YTD Variance	Annual Budget	YTD Actual	Percentage
Intergovernmental Revenue	1,250	1,250	-	10,000	10,000	-	15,000	10,000	67%
Public Charges	54,023	54,784	761	432,185	434,744	2,559	648,277	434,744	67%
Miscellaneous Revenue	100,370	134,294	33,924	802,957	798,687	(4,270)	1,204,435	798,687	66%
Other Financing Sources-Trans	-	-	-	85,646	85,646	-	85,646	85,646	0%
Total Revenues	155,643	190,328	34,685	1,330,788	1,329,078	(1,710)	1,953,358	1,329,078	68%
Personnel Cost	212,861	306,953	94,092	1,702,885	1,664,996	(37,889)	2,554,328	1,664,996	65%
Operating Expenses	136,283	117,519	(18,764)	1,090,267	971,169	(119,098)	1,635,401	971,169	59%
Interdepartmental Charges	7,155	4,861	(2,294)	57,240	76,577	19,337	85,860	76,577	89%
Outlay	3,283	-	(3,283)	39,390	16,423	(22,967)	39,390	16,423	0%
Other Financing Uses-Trans	-	-	-	-	-	-	-	-	0%
Total Expenditures	359,582	429,333	69,751	2,889,782	2,729,165	(160,617)	4,314,979	2,729,165	63%
Property Taxes	196,802	196,802	(0)	1,574,414	1,574,414	0	2,361,621	1,574,414	67%
Increase (Use) of Fund Balance	(7,137)	(42,204)	(35,067)	15,420	174,327	158,907	-	174,327	

**BROWN COUNTY
PUBLIC WORKS DEPARTMENT
Director's Report**

Below are certain significant items I wish to report on for the Public Works Department as of 8/31/2013:

PROJECT UPDATES.

COMPLETED PROJECTS – FACILITY MANAGEMENT:

VETERAN'S MEMORIAL COMPLEX (VMC).

1. Resch Center Replace Brick Pavers	\$360,489.50
2. Resch Center Sound Baffles	\$151,144.50
3. Shopko Hall Rooftop Chiller replacement	<u>\$183,449.00</u>
	<u>\$695,083.00</u>

JAIL.

4. Hot Water Boilers	\$ 68,114.00
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COMPLETED PROJECTS – HIGHWAY:

1. GV-11 (SOUTHBOUND).

Construction started July 29th; completed retaining wall construction, storm sewer pipes/inlets, road sub-base and base, and bike trail base. We turned the construction zone over to Vinton on Aug 31st with only minimal trim work to be completed before mainline paving. Project completion is on schedule for Monday 10/14/13; which is 3 days before the grand opening of the new Costco store on 10/17/13.

2. B-15 (HS & B ROUNDABOUT).

Project completed and open to traffic on schedule (prior to first day of school on 9/3/13),

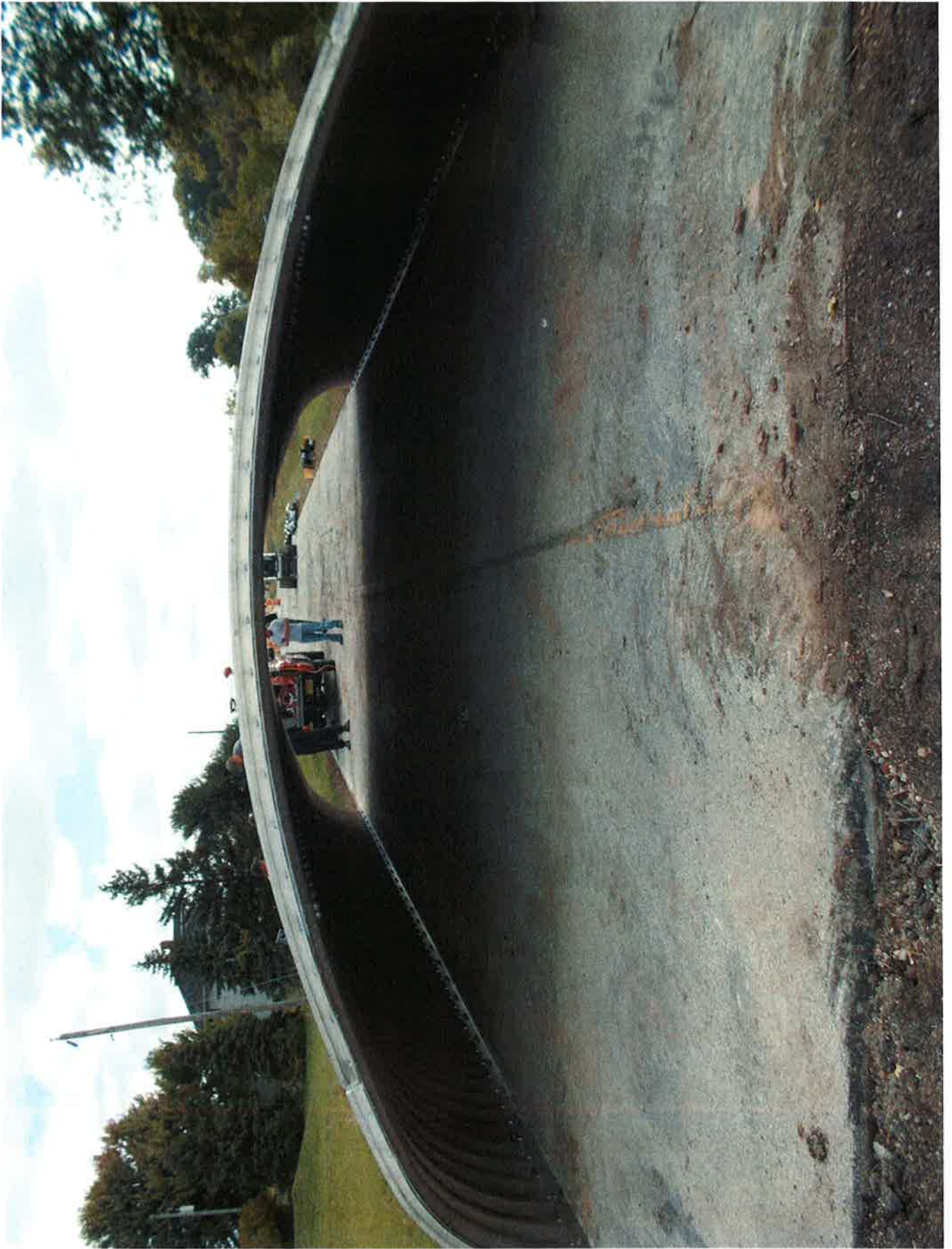
3. JJ-13 (BRIDGE – 1 MI. EAST OF CTH QQ).

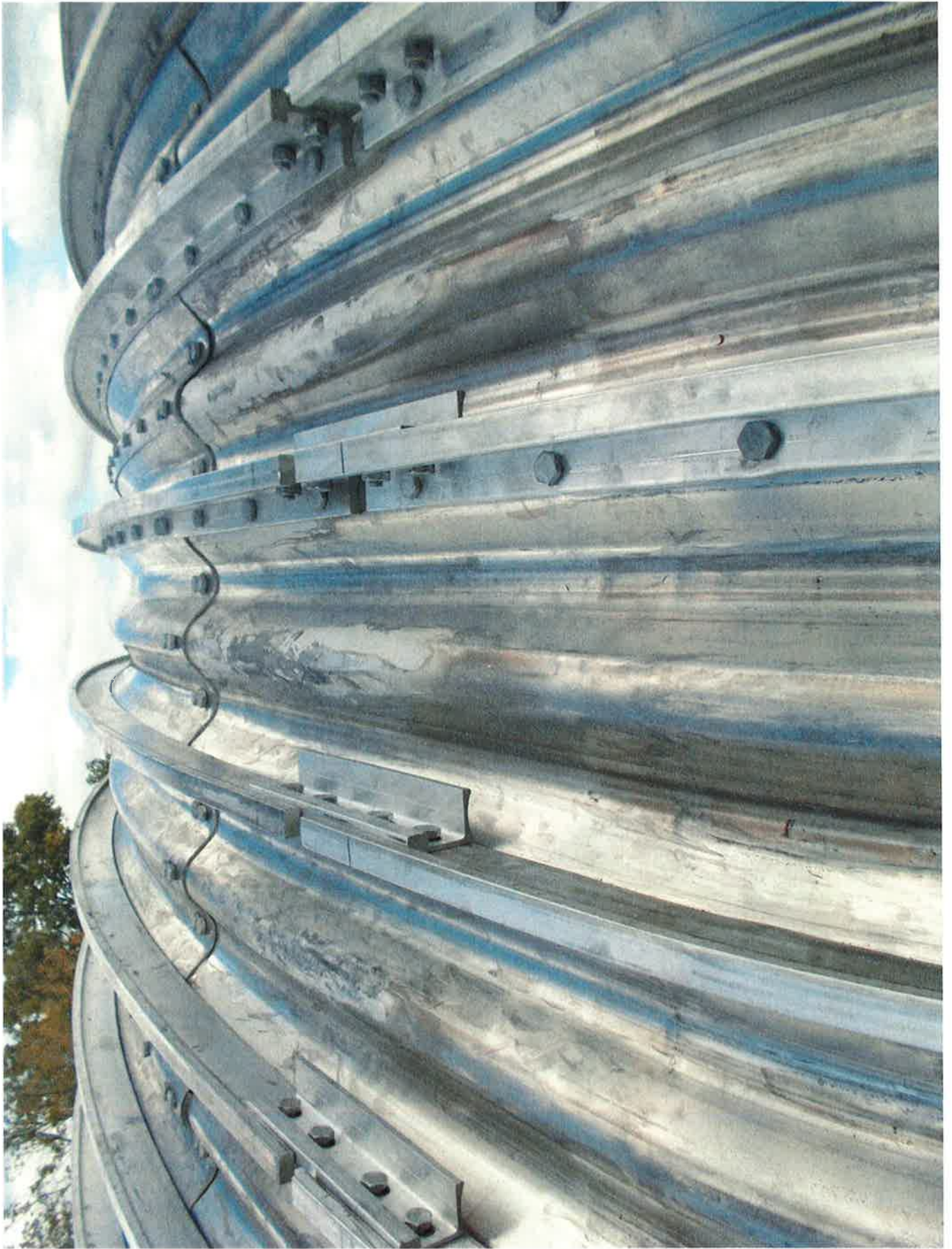
Project began on 9/10/13 and is on schedule for a projected completion by the first week of October 2013 (see progress photos attached).

TWELVE-HOUR DAYS.

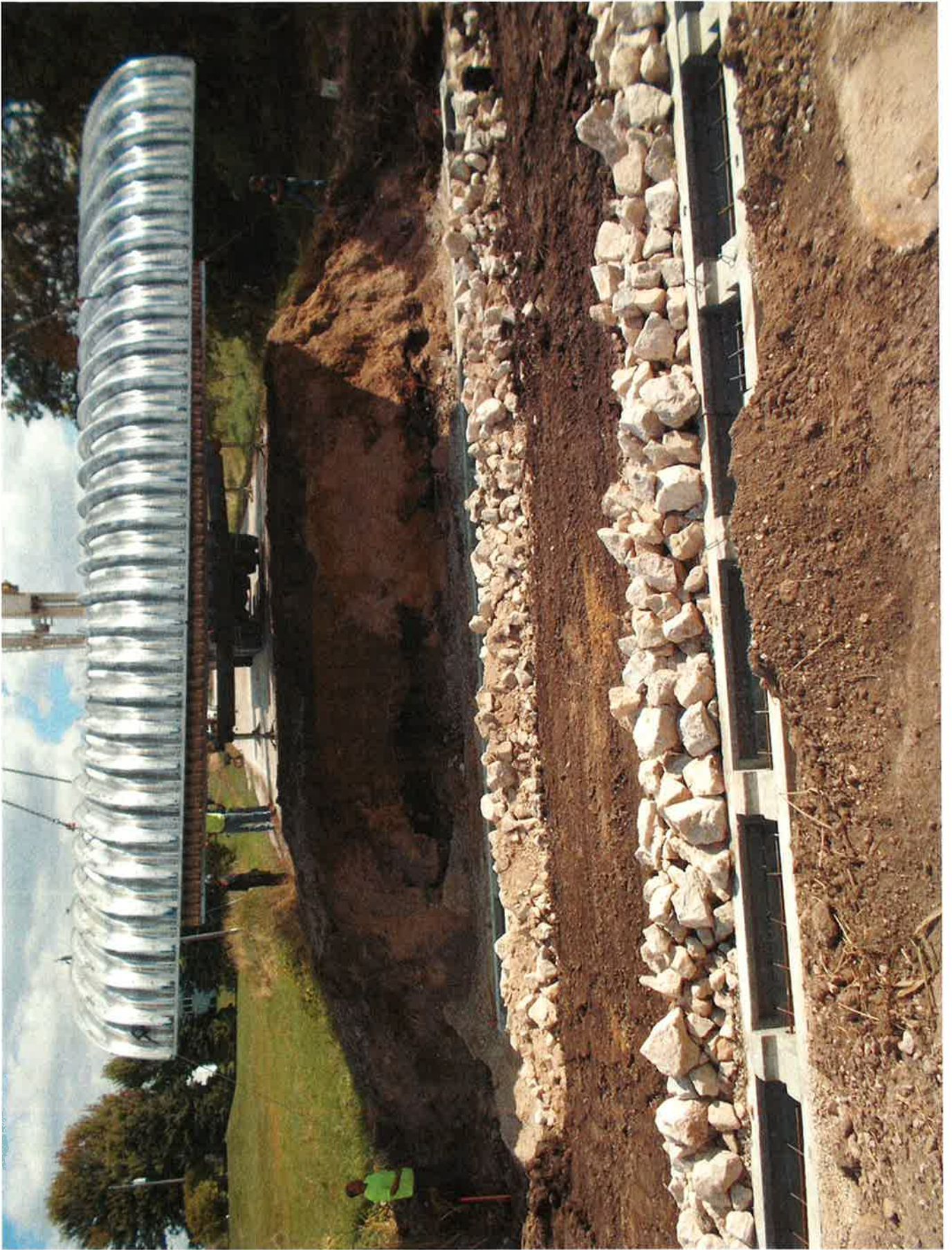
Highway Division. Report attached indicates employees that have worked 12 hours or more in a single shift for the month of August 2013. This overtime relates mainly to road projects and storm damage clean up.

Facility Management Division. There were no employees that worked a 12+ hour shift in August 2013.

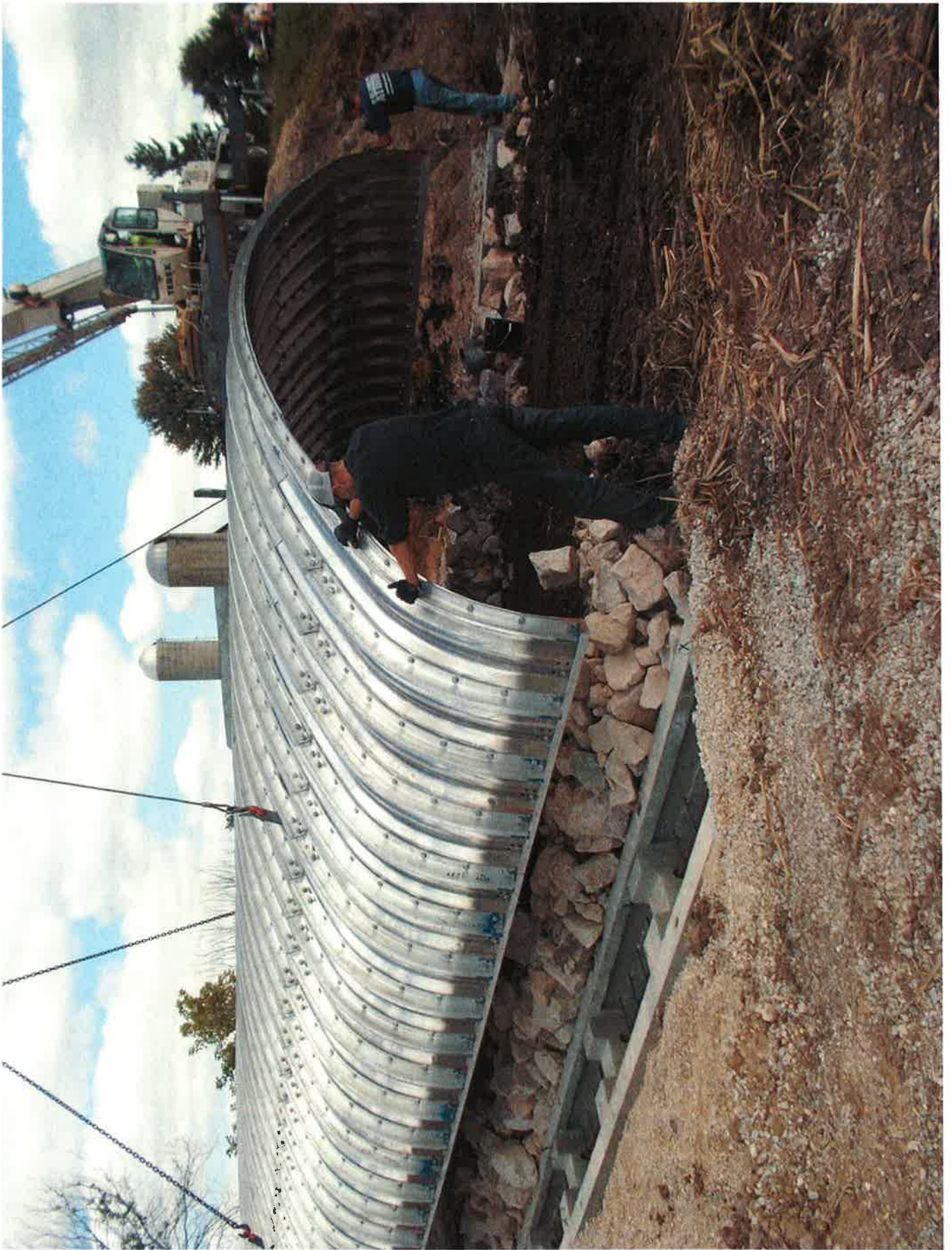


















Public Works - Highway Division
12-Hour Work Days
8/1-8/31

DATE	EMPLOYEE	OPERATION PERFORMED	HOURS WORKED
8/1/2013	Burkel, Jim	signing	12
8/7/2013	Burkel, Jim	signing	12.25
8/7/2013	Fontaine, Gary	signing	15.75
8/7/2013	Karbon, Dan	storm clean up	13.5
8/7/2013	Kielpikowski, Dennis	storm clean up	12.25
8/7/2013	Oettinger, Tim	storm clean up	12.25
8/7/2013	Sausen, Jim	storm clean up	14
8/7/2013	Sell, Andy	signing	14.75
8/7/2013	Smits, Mike	storm clean up	14
8/7/2013	VanRite, Paul	storm clean up	13.5
8/7/2013	Zelten, Brian	storm clean up	13
8/8/2013	Burkel, Jim	signing	12
8/8/2013	Fontaine, Gary	signing	12
8/8/2013	Sell, Andy	signing	12
8/14/2013	Burkel, Jim	signing	12
8/20/2013	Burdeau, Joe	paving B	13.5
8/20/2013	Cisler, Mike	paving B	13.5
8/20/2013	Dantinne, Alex	paving B	13.5
8/20/2013	Duchateau, Mike	paving B	13.5
8/20/2013	Kane, Kurt	paving B	13.5
8/20/2013	Reedy, Jason	paving B	13.75
8/20/2013	White, Dan	paving B	13.5
8/21/2013	Burdeau, Joe	paving B	12
8/21/2013	Doucha, Dean	paving B	13.25
8/21/2013	Ignatowski, Paul	paving B	14.5
8/21/2013	Kane, Kurt	paving B	13
8/21/2013	Karbon, Dan	paving B	13.25
8/21/2013	Liebergen, Dale	haul stone to V & GV, pave P	12.5
8/21/2013	Loritz, Nancy	paving B	13.5
8/21/2013	Peot, Tracy	paving B	13.75
8/21/2013	Reedy, Jason	paving	13.5
8/21/2013	Sperberg, Mark	paving B	12.5
8/21/2013	Sticka, John	paving B	13.5
8/21/2013	Taicher, Kevin	haul stone to V & GV, pave P	12.75
8/21/2013	Tilkens, Todd	paving B	13.5
8/21/2013	VanDeHei, Jamie	paving B	13.5
8/21/2013	VandeHey, Tom	paving B	12.5
8/21/2013	White, Dan	paving B	13.5
8/21/2013	Zelten, Brian	paving B	14
8/21/2013	Allen, Chris	down trees	13
8/22/2013	Bastian, Dan	paving B	14.5
8/22/2013	Dantoin, Steve	engineering - B	12
8/22/2013	Doucha, Dean	paving B	12
8/22/2013	Kane, Kurt	paving B	12.5
8/22/2013	Karbon, Dan	paving B	12
8/22/2013	Kielpikowski, Dennis	paving B	12
8/22/2013	Reedy, Jason	paving B	12.25
8/22/2013	Sticka, John	paving B	12
8/22/2013	Tilkens, Todd	paving B	13.5
8/22/2013	VanDeHei, Jamie	paving B	12.5
8/22/2013	White, Dan	paving B	12
8/22/2013	Zelten, Brian	paving B	13
8/23/2013	Fontaine, Gary	paving B & EE&U accident	13.75
8/23/2013	Sell, Andy	paving B & EE&U accident	13.75
8/26/2013	Dantoin, Steve	engineering - B	12.5
8/26/2013	Tilkens, Todd	paving B	12.25
8/29/2013	Fontaine, Gary	state sweeping	12
8/29/2013	Little, Robert	state sweeping	12

PUBLIC WORKS DEPARTMENT

Brown County

2198 GLENDALE AVENUE
GREEN BAY, WI 54303

PHONE (920) 492-4925 FAX (920) 434-4576
EMAIL: bc_highway@co.brown.wi.us

PAUL H. VAN NOIE

DIRECTOR

Meeting: Planning, Development & Transportation Committee
Meeting Date: 9/23/13
Public Works Report

REPORT TO: PD&T Committee

REPORT FROM: Paul Van Noie
Public Works Director

AGENDA ITEM: Staff Answer as a follow-up to a request made by PD&T Chairman Bernie Erickson at the 8/26/13 meeting to bring back information as to whether Towns could put in their elected amounts each year, and whereby the County puts in a fixed amount each year, not necessarily a matching amount. But once the funds are drawn from, then it is a 50/50 match between the County and the Towns.

ACTION REQUESTED: None

ISSUE: See below "Background Information".

BACKGROUND INFORMATION: PWD staff has been requested to review the current Bridge Fund and implementation of Bridge Fund matching procedure.

RECOMMENDATION ACTION BY COMMITTEE: Receive and place on file.

ALTERNATIVES:

The Committee could take the following action:

- Do nothing
- Support alternative presented by staff

FISCAL IMPACT: N/A

1. Is there a fiscal impact?
2. Is it currently budgeted?
3. If budgeted, which line?
4. Amount?

BROWN COUNTY PUBLIC WORKS DEPARTMENT

Answer to Communication Bridge Fund Funding

For 9/23/13 Meeting

Public Works Department has reviewed the WI State Statute on the Bridge Aid Fund and concluded that the statute does not specify that funds contributed by municipalities for bridge aid had to be matched by the county when the municipalities submitted a petitioned amount. The statute does state that the county has to match when the funds are withdrawn for a project. Therefore, the towns and villages should be able to contribute what they want to contribute in any given year to their bridge aid account whether or whether not the county matches that amount up front. When the municipality provides a resolution and project scope in sufficient detail to signal that a project is forthcoming, the county could then levy a matching amount.

Public Works Department will look into developing a specific policy regarding Brown County's Bridge Aid Fund that will help clear up questions like the most recent ones. We will also look into segregating bridge aid funds into an interest bearing account so that interest will accrue to the bridge fund as required by state statute and should help offset some of the administrative fees that are charged when funds are withdrawn from this account.

PORT AND RESOURCE RECOVERY DEPARTMENT

Brown County

2561 SOUTH BROADWAY
GREEN BAY, WI 54304

PHONE: (920) 492-4950 FAX: (920) 492-4957

DEAN HAEN

DIRECTOR

RESOLUTION/ORDINANCE SUBMISSION TO COUNTY BOARD

DATE: October 16, 2013
REQUEST TO: Planning, Development and Transportation Committee
MEETING DATE: September 23, 2013
REQUEST FROM: Dean R. Haen, Director

REQUEST TYPE: ☒ New resolution ☐ Revision to resolution
☐ New ordinance ☐ Revision to ordinance

TITLE: Resolution to Accept Recommendations of Schenck Financial Analysis and Fund Balance Description Report

ISSUE/BACKGROUND INFORMATION:

Opportunity to lease 2 acres of land for \$1,000/month over the next 6-12 months

ACTION REQUESTED:

Approval

FISCAL IMPACT:

NOTE: This fiscal impact portion is initially completed by requestor, but verified by the DOA and updated if necessary.

Is there a fiscal impact? ☐ Yes ☒ No

a. If yes, what is the amount of the impact?

b. If part of a bigger project, what is the total amount of the project? \$13M between 2014-2021

c. Is it currently budgeted? ☐ Yes ☒ No

1. If yes, in which account?

2. If no, how will the impact be funded?

☒ **COPY OF RESOLUTION OR ORDINANCE IS ATTACHED**

15

October 16, 2013

TO THE HONORABLE CHAIRMAN AND MEMBERS
OF THE BROWN COUNTY BOARD OF SUPERVISORS

Ladies and Gentlemen:

**RESOLUTION ACCEPTING RECOMMENDATIONS OF PORT AND RESOURCE
RECOVERY DEPARTMENT FINANCIAL ANALYSIS**

WHEREAS, the purpose of the Brown County Port and Resource Recovery Department is to plan, promote, and administer port, solid waste and recycling activities for Northeastern Wisconsin through methods that are environmentally sound and economical; and

WHEREAS, in 1975 the Department and Solid Waste Board (collectively the “Department”), were created, pursuant to, among other ordinances, §§ 2.05 & 12.01 of the Brown County Code, as well as the corresponding state statutes giving rise thereto, to act as the policy making body relative to program policies affecting the activities of the Department, which includes in pertinent part, providing economically and environmentally sound solid waste management services and facilities for Brown County (“County”) municipalities, residents and business; and

WHEREAS, the Resource Recovery functions of the Department include operation of a solid waste transfer station and a recycling transfer station, joint ownership of a single-stream recycling facility in Outagamie County, and operation of a regional household hazardous waste collection facility, a landfill gas-to-energy plant, two closed landfills and the future south landfill; and

WHEREAS, in 1956, Brown County created the Harbor Commission under the authority of Section 30.37, Wis. Stats to plan, oversee and administer the activities of the Port of Green

Bay. The Port area of the Department operates confined disposal facilities, owns dock walls and property leased for port purposes. The Port performs economic development duties and acts as a common voice for legislative and regulatory issues on behalf of its terminal operators; and

WHEREAS, per its responsibilities under § 12.01(4) & (5) of the Brown County Code, the Department is further required to develop plans for County solid waste management programs (“Programs”) to collect, transport, reduce, reuse, recycle, compost, process, incinerate, destroy, convert or landfill solid waste within the County and establish rates and fees in accordance therewith so that economic benefits realized thereunder may be returned to the customer or used to reduce tipping fees to the extent practicable; and

WHEREAS, the Department is an Enterprise Fund, comprising the Port Enterprise Fund and the Resource Recovery Enterprise Fund. Both Funds are separate and do not mix with each other or other County Funds; and,

WHEREAS, the Department is not funded from the County property tax levy and utilizes revenue generated solely from its own operations to pay current expenses and long-term capital costs necessary to provide its services and Programs to its customers and users; and,

WHEREAS, over time the County Board through actions by its Harbor Commission and Solid Waste Board has established funds for the Department to fulfill its missions; and,

WHEREAS, The Department is preparing for the future construction of the South Landfill in 8-10 years and conducted an external financial analysis of funds in preparation of constructing and operating the new facility; and

WHEREAS, this Resolution and the attached Financial Analysis Report is demonstrates to the County Board the sound financial status of the Department, while recommending the creation of several new designated funds in preparation of the South Landfill along with

reallocating existing fund balances to better reflect the designated fund purposes and corresponding needs: and,

NOW THEREFORE, BE IT RESOLVED by the Brown County Board of Supervisors hereby accepts the Brown County Port and Resource Recovery Department Fund Description Report and Financial Analysis recommendation.

Respectfully submitted,

**PLANNING, DEVELOPMENT AND
TRANSPORTATION COMMITTEE**

Approved by:

COUNTY EXECUTIVE

Date Signed: _____

Authored by: Port and Resource Recovery Department

Final Draft Approved by Corporation Counsel

Fiscal Note: This resolution does not require an appropriation from the General Fund and has no fiscal impact on the General Fund.

BOARD OF SUPERVISORS ROLL CALL # _____

Motion made by Supervisor _____

Seconded by Supervisor _____

SUPERVISOR NAMES	DIST. #	AYES	NAYS	ABSTAIN
SIEBER	I			
DE WANE	2			
NICHOLSON	3			
HOYER	4			
HOPP	5			
HAEFS	6			
ERICKSON	7			
ZIMA	8			
EVANS	9			
VANDER LEESE	10			
BUCKLEY	11			
LANDWEHR	12			
DANTINNE, JR	13			

SUPERVISOR NAMES	DIST. #	AYES	NAYS	ABSTAIN
LA VIOLETTE	14			
WILLIAMS	15			
KASTER	16			
VAN DYCK	17			
JAMIR	18			
ROBINSON	19			
CLANCY	20			
CAMPBELL	21			
MOYNIHAN, JR	22			
STEFFEN	23			
CARPENTER	24			
LUND	25			
FEWELL	26			

Total Votes Cast _____
Motion: Adopted _____ Defeated _____ Tabled _____

Fund Description Report

Port and Resource Recovery Department

October 2013

I. Background

The Port and Resource Recovery Department (Department) is an Enterprise Fund, comprising of the Port Enterprise Fund and the Resource Recovery Enterprise Fund. Both Funds are separate and do not mix with each other or other county funds. The only transfers are the following:

1. Calculated Indirect Costs to Brown County.
2. Information Services and Insurance Chargebacks to Brown County.
3. Farm Property Rents to Brown County.
4. "In Lieu of Taxes" payment to Brown County for all Department Properties.
5. Proceeds from South Landfill clay sales to Brown County.

Being an Enterprise Fund means the Department utilizes revenues solely from its own operations to pay expenses incurred through services and programs offered to its customers and users. Revenues are derived from "tipping fees" or fees charged per unit weight for using a facility, sale of materials processed or salvaged, grants, interests on segregated funds or rent for properties administered by the Department. Its contracted customers include municipalities, industries, residents and other area Counties.

II. Designated Fund Descriptions

Solid Waste

1. Site Acquisition – Established to fund the siting, developing and buying of land for solid waste facilities. Lands may include adjoining properties for buffers. Currently sufficiently funded and does not need additional funding at this time. Any additional funds may be generated through South Landfill tipping fees, sale of existing property or other means determined by Department.
2. Research and Development- Established to fund alternatives to landfilling and to support recycling. Currently used for recycling educational material. Currently sufficiently funded and does not need additional funding at this time. Any additional funds will be generated through South Landfill tipping fees or other means determined by Department.
3. Long Term Care – Funds held with a fiscal agent to fund mandated maintenance of the East and West landfills for 40 years after closure per WI Stats, 289.41. The costs are returned to Department by the fiscal agent based on an amortization schedule for the required funds over the remaining term of closure maintenance. Rename to Long Term Care-East & West. In preparation of the South landfill establish Long Term Care-South. Funds will be generated through South Landfill tipping fees and separately deposited with a fiscal agent for future long-term care.

4. Closure – Established to pay for costs to close Brown County landfills and to augment the Long Term Care Fund for maintaining the closed East and West Landfills. Instituted to eliminate or lessen bonding requirements. Currently funds annual long-term care costs prior to reimbursement. Also funds additional closure costs projects at the East and West Landfill. Solid Waste Board policy has been to retain a fund balance to cover 1 ½ sequence of closure costs for the future South Landfill.

The recommendations of the Financial Analysis determined this fund is overfunded and additional segregated funds are recommended. Recommendations are to rename the existing Closure Fund as Closure East-West with a beginning balance of \$2.2M and establish a fund named Closure- South with a \$3.2M balance. The remaining fund balance of \$5M is to be transferred to Phased Construction for the South Landfill.

5. Closure East-West – Renamed fund is established to pay for costs to close Brown County landfills and to augment the Long Term Care Fund for maintaining the closed East and West Landfills. Instituted to eliminate or lessen bonding requirements. Currently funds annual long-term care costs prior to reimbursement. Operationally funds additional closure costs projects at the East and West Landfill.
6. Closure South - Solid Waste Board policy has been to retain a fund balance to cover 1 ½ sequence of closure costs for the future South Landfill. Future closure costs for the South landfill sequences will be collected through tipping fees.
7. State Environmental Fee – Established to fund state mandated fees to pay for the State's groundwater, environmental response, well compensation and beyond the 41st year of landfill maintenance programs. Currently not being used, but will be required when the South Landfill is operational and funds will be collected through tipping fees.
8. Environmental Repair- Established to offset the unlikely, but potential costs of environmental repair from landfill or household hazardous waste contamination to the environment. By Agreement with the Town of Holland, the Environmental Repair Fund must contain at least \$1 Million upon construction and operation of the Brown County South Landfill. Currently sufficiently funded and does not need additional funding at this time.
9. Debt Service – Established to retire debt owned to Brown County for bonding. Currently there is no debt and the fund is unfunded.
10. Phased Construction – Established to fund landfill sequence and transfer station construction projects. Instituted to eliminate or lessen bonding requirements. Solid Waste Board policy has been to retain a fund balance to cover 1 ½ sequence construction costs. Fund was used for construction of the gas-to-energy project with gas-to-energy revenue repaying Phased Construction fund plus 5% interest.

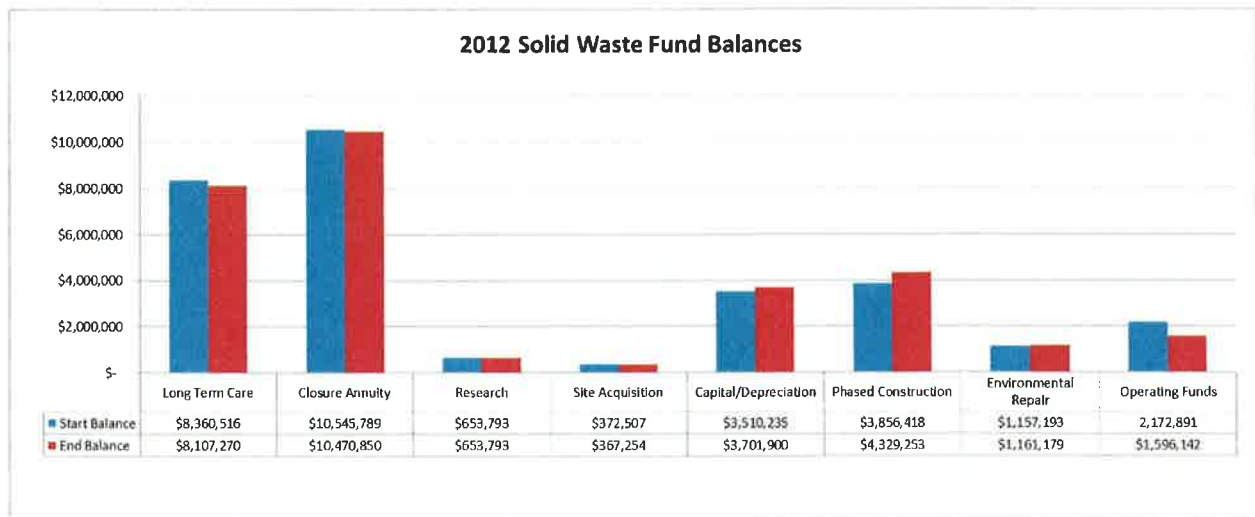
The recommendations of the Financial Analysis determined this fund is underfunded and \$5M from Closure is to be transferred to Phased Construction for the South Landfill. Additional funds will be generated through South Landfill tipping fees.

11. Capital Depreciation and Replacement – Established to replace existing recycling, landfill and household hazardous waste buildings and equipment. The dollar amount is currently estimated from depreciation schedules received from the Administration Department. Available funds through tipping fees, sale of recyclable or other means will be placed in the fund as necessary by Department based upon the depreciation of the current equipment and buildings. The Gas-to-Energy equipment depreciation will not be included in this fund, since there is no cash being collected for replacement. Establish a depreciation and replacement cash account in January 2012.

The recommendations of the Financial Analysis determined this fund is more than adequately funded and \$500K should be transferred to initially fund the Rate Stabilization. Additional funds will be generated through South Landfill tipping fees.

12. Rate Stabilization – Established in 2012 as an effort to reduce the impact of a major tipping fee increases in any one budget year. Goal of this fund is to maintain no less than \$200,000 and no more than \$1,000,000. Available funds through tipping fees, sale of recyclables or other means will be placed in the fund at the end of the year at the Directors discretion based upon program performance. When the annual budget necessitates a major tipping fee increase, the Solid Waste Board will determine the use of any or all of collected funds to reduce the tipping fee increase. At the end of the year based upon actual deficit due to the reduced tipping fee, funds will be returned to operational cash.
13. Operating Cash – This Fund is used to pay all of the Department's operating expenses throughout the year. These expenses include contract costs for landfill operation, transfer station operation and waste hauling, Materials Recycling Facility operations and general engineering costs. In addition Operating Cash serves as the depository fund for HHW partners annual contributions and to pay the Department's portion of the HHW Program's operating expenses.

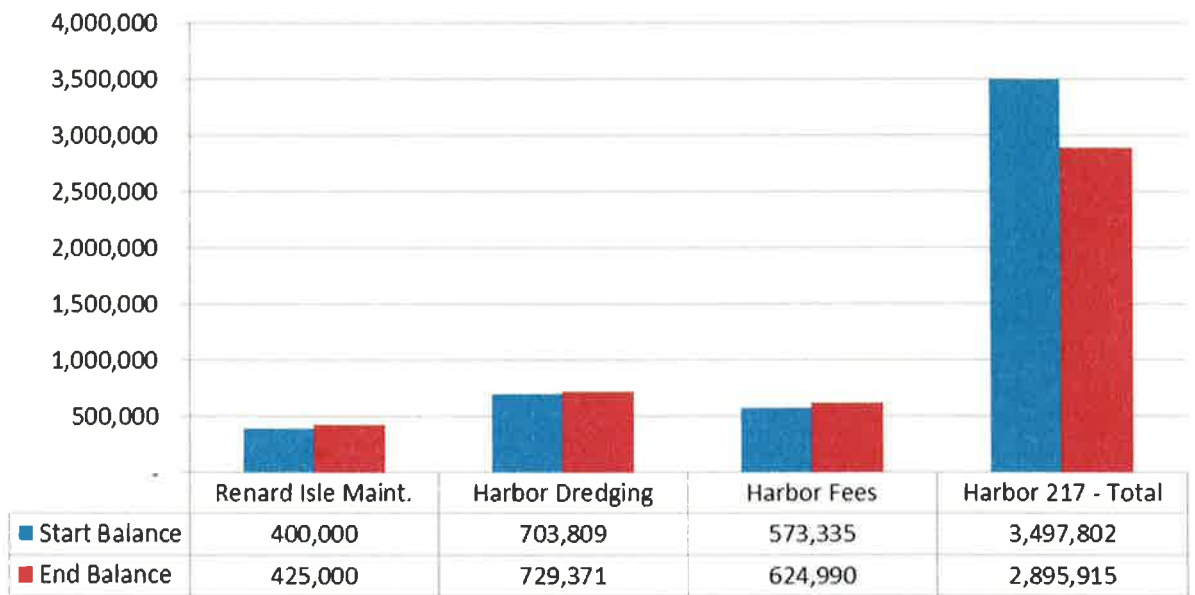
Working capital balance in the Operating Cash Fund should maintain 45 days of expense or 10% of the annual operating budget. At the end of the fiscal year, if the operating performance of the Department results in a working capital balance exceeds 10% of the annual operating budget, that amount may be transferred to the Rate Stabilization Fund or other fund at the discretion of the Department.



Port

1. Renard Island Maintenance- Established by Harbor Commission to fund large long-term care of Renard Island upon ownership transfer from US Army Corps of Engineers. Currently \$25,000 is annually transferred from Harbor Dredging Fund into this fund for this purpose.
2. Harbor Fee –Established by resolution and funded annually by terminal operators on a per ton basis. This fund is to be used for projects beneficial to the overall harbor and Port will seek majority vote of terminal operators. Fund may be drawn down to a zero balance for the Cat Island Chain Restoration project as a dredged material placement facility for maintaining the navigational channel.
3. Harbor Dredging – Established by Harbor Commission for Bay Port tipping fees generated from non-federal sources. The funds are collected and designated for future disposal facility related functions.
4. Harbor 217 – A Memorandum of Agreement (MOA) between the US Army Corps of Engineers and Brown County was signed for the use of Bay Port CDF by the Corps through a tipping fee. In the end, the Corps is responsible for the cost of construction, operation, maintenance and closure of the facility. Fund was created to separately account for Bay Port revenue and expense activities. Within the fund, numerous accounts were established to manage the fund. Bay Port was built over a number of years with several grants that do not need to be repaid as a result; the property acquisition and siting accounts are accruing dollars for new initiatives at the discretion of the Harbor Commission. The other accounts have targeted funding levels that are necessary to meeting the future needs of Bay Port. Audits are conducted routinely.

2012 Port Fund Balances



BROWN COUNTY PORT & RESOURCE RECOVERY DEPARTMENT

**ANALYSIS AND PROJECTION OF SOLID WASTE
CASH AND INVESTMENTS**

AUGUST, 2013

BROWN COUNTY PORT & RESOURCE RECOVERY DEPARTMENT
Analysis and Projection of Solid Waste Cash and Investments
August, 2013

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August 26, 2013

Dean R. Haen, Director
Brown County Port & Resource Recovery Department
2561 S. Broadway St.
Green Bay, WI 54304

Dear Dean:

In accordance with our engagement letter dated March 15, 2013, we assisted the Brown County Port & Resource Recovery Department in analyzing and projecting the cash flows of the Solid Waste operations. The scope of our project included projecting the cash flows of the specific funds as follows:

<u>Fund</u>	<u>Projected Through</u>
Operating	2021
Research	2021
Site Acquisition	2021
Capital/Depreciation	2021
Rate Stabilization	2021
Environmental Repair	2021
Long-term Care - East & West	2037
Closure - East & West	2043
Closure - South	2036
Phased Construction	2036

Based on a recent engineering study, the County expects the new South Landfill to be operational in 2022. At this time operating costs and revenues of the South Landfill have not been estimated. Accordingly, it was not possible to estimate cash flows for the Operating and other funds after 2021. Additional study and review will be necessary to provide the information for extending the projection of those funds. The Long-term Care, Closure and Phased Construction Funds were projected longer due to estimates that have been developed of costs for the future years. Because all funds were projected through 2021, we have developed a Total - All Funds through the 2021 year. The costs and revenues included in the projections were developed from 2012-2014 estimates and inflated annually to arrive at projected amounts. In addition, investment earnings of each fund's average cash balance have been projected at 2%. Various other assumptions on each fund are noted.

As shown in the projection, the Solid Waste cash and investments totaled \$30,296,374 on January 1, 2013. Presently as projected, cash balances for the long-term care and closure of the East & West Landfills are sufficient to provide for future expenses. Our projection disclosed that sufficient funds would not be available in the Phased Construction Fund to start construction of the South Landfill in 2019 without an additional transfer in. As a result, a \$5,000,000 transfer from excess funds in the Closure – East & West Fund is being proposed. In our opinion, the balances in the other funds are all reasonable in relation to their purposes. The Operating Fund has a balance of approximately \$1.5 million on January 1, 2013. Based on the current budget and projected future budgets, the balance is expected to decrease and be in a relatively small deficit position by 2019. Considering the balances in all funds, we believe the Solid Waste cash and investments balances are adequate to maintain operations and future construction projects as planned over the next nine years. Overall, we believe the Solid Waste operations are in good financial condition.

Dean R. Haen, Director
Brown County Port & Resource Recovery Department

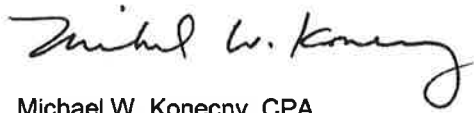
Our projection with additional information is presented as follows:

Projection of Solid Waste Cash and Investments

Comments and Observations

If you or any other County officials have any questions on the attached information, please don't hesitate to contact us.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael W. Konecny". The signature is fluid and cursive, with a large, stylized 'M' and 'K'.

Michael W. Konecny, CPA
Schenck SC

**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Totals - 2013 to 2021

Year	Balance Beginning	Deposits	Expense and General Fund Transfers	Other Disbursements	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
2013	\$ 30,296,374	\$ 8,827,710	\$ (8,626,430)	\$ (500,000)	\$ 29,997,654	\$ 602,940	\$ 30,600,594
2014	30,600,594	8,798,632	(8,774,713)	(692,500)	29,932,013	605,326	30,537,339
2015	30,537,339	8,998,831	(8,931,143)	(550,000)	30,055,027	605,924	30,660,951
2016	30,660,951	8,743,760	(8,886,186)	(775,102)	29,743,423	604,044	30,347,467
2017	30,347,467	8,939,737	(9,060,329)	(550,000)	29,676,875	600,243	30,277,118
2018	30,277,118	9,060,266	(9,158,955)	(550,000)	29,628,429	599,055	30,227,485
2019	30,227,485	9,263,059	(9,340,135)	(3,021,637)	27,128,772	573,563	27,702,334
2020	27,702,334	9,470,554	(9,524,938)	(3,095,786)	24,552,164	522,545	25,074,709
2021	25,074,709	9,682,867	(9,713,438)	(3,172,159)	21,871,979	469,467	22,341,446
Totals	\$ 30,296,374	\$ 81,785,416	\$ (82,016,267)	\$ (12,907,184)	\$	\$ 5,183,107	\$ 22,341,446

Brown County Port & Resource Recovery Department **Projection of Solid Waste Cash and Investments**

Long-term Care - East & West

Assumptions:

Investments earnings are calculated on the average annual balance at 2.00%
Transfers to Closure Fund will be made in accordance with the Financial Assurance Agreement until fund is depleted

After 2037, the Long-term Care Fund will not be able to finance transfers to the Closure Fund; although approximately \$2.8 million of transfers would not be made, it appears that the Closure Fund will have sufficient funds to finance projected costs

Year	Balance Beginning	Correction to Beginning Balance	Transfers: to Closure Fund	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
2013	\$ 8,107,270		\$ (337,607)	\$ 7,769,663	\$ 158,769	\$ 7,928,432
2014	7,928,432		(344,358)	7,584,074	155,125	7,739,199
2015	7,739,199		(351,245)	7,387,954	151,272	7,539,226
2016	7,539,226		(358,271)	7,180,955	147,202	7,328,157
2017	7,328,157		(365,436)	6,962,721	142,909	7,105,630
2018	7,105,630		(372,744)	6,732,886	138,385	6,871,271
2019	6,871,271		(380,200)	6,491,071	133,623	6,624,694
2020	6,624,694		(387,804)	6,236,890	128,616	6,365,506
2021	6,365,506		(395,560)	5,969,946	123,355	6,093,300
2022	6,093,300		(403,471)	5,689,829	117,831	5,807,661
2023	5,807,661		(411,541)	5,396,120	112,038	5,508,158
2024	5,508,158		(419,771)	5,086,387	105,965	5,194,352
2025	5,194,352		(428,167)	4,766,185	99,605	4,865,790
2026	4,865,790		(436,730)	4,429,060	92,949	4,522,009
2027	4,522,009		(445,464)	4,076,545	85,986	4,162,530
2028	4,162,530		(454,374)	3,708,156	78,707	3,786,863
2029	3,786,863		(463,462)	3,323,401	71,103	3,394,504
2030	3,394,504		(472,731)	2,921,773	63,163	2,984,936
2031	2,984,936		(482,186)	2,502,750	54,877	2,557,627
2032	2,557,627		(491,929)	2,065,698	46,233	2,111,931
2033	2,111,931		(501,666)	1,610,265	37,222	1,647,487
2034	1,647,487		(511,698)	1,135,789	27,833	1,163,621
2035	1,163,621		(521,933)	641,688	18,053	659,742
2036	659,742		(532,372)	127,370	7,871	135,241
2037	135,241		(135,241)	(0)	(0)	(0)
Totals	\$ 8,107,270	\$ -	\$ (10,405,961)	\$ -	\$ 2,298,691	\$ (0)

	Required Transfers from Long-term Care Financial Assurance Agreement (revised 2/2007)			
	East	West	Total	
2013	\$ 174,717	\$ 162,890	\$ 337,607	
2014	178,211	166,147	344,358	
2015	181,775	159,470	351,245	
2016	185,411	172,860	358,271	
2017	189,119	176,317	365,436	
2018	192,901	179,843	372,744	
2019	196,760	183,440	380,200	
2020	200,695	187,109	387,804	
2021	204,709	190,851	395,560	
2022	208,803	194,668	403,471	
2023	212,979	198,562	411,541	
2024	217,238	202,533	419,771	
2025	221,583	206,584	428,167	
2026	226,015	210,715	436,730	
2027	230,535	214,929	445,464	
2028	235,146	219,228	454,374	
2029	239,849	223,613	463,462	
2030	244,646	228,085	472,731	
2031	249,539	232,647	482,186	
2032	254,629	237,300	491,929	
2033	259,620	242,046	501,666	
2034	264,812	246,886	511,698	
2035	270,109	251,824	521,933	
2036	275,511	256,861	532,372	
2037	281,021	261,998	543,019	
2038	286,641	267,238	553,879	
2039	292,374		292,374	
2040	298,222		298,222	
2041	304,186		304,186	
2042	310,270		310,270	
2043	316,475		316,475	
2044	322,805		322,805	
2045	329,261		329,261	
Totals	\$ 8,056,567	\$ 5,484,644	\$ 13,541,211	

Brown County Port & Resource Recovery Department **Projection of Solid Waste Cash and Investments**

Closure East & West

Assumptions:

Investments earnings are calculated on the average annual balance at 2.00%
Transfers from Long-term Care Fund will be made in accordance with the Financial Assurance Agreement until fund is depleted
Transfer of \$5 million will be made to Phased Construction - South to finance initial construction costs of the South Landfill
Transfer of \$3.2 million will be made to Closure Fund - South as an initial deposit for future closure costs of the South Landfill
Disbursements for closure costs at both the East & West Landfill sites will be approximately \$250,000 per year until 2035 and 2043, respectively.
The costs have not been inflated for future years because it is estimated that the decrease in expenses will offset the potential price increases

Year	Balance Beginning	Transfers:		Disbursements:		Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
		From Long-term Care Fund	To Phased Construction For South	To Closure South	East Landfill	West Landfill		
2013	\$ 10,470,850	\$ 337,607	\$ (5,000,000)	\$ (3,200,000)	\$ (250,000)	\$ (250,000)	\$ 125,793	\$ 2,234,250
2014	2,234,250	344,358			(250,000)	(250,000)	43,129	2,121,737
2015	2,121,737	351,245			(250,000)	(250,000)	1,972,982	2,013,929
2016	2,013,929	358,271			(250,000)	(250,000)	1,872,200	1,911,061
2017	1,911,061	365,436			(250,000)	(250,000)	1,776,497	1,813,373
2018	1,813,373	372,744			(250,000)	(250,000)	1,686,117	1,721,112
2019	1,721,112	380,200			(250,000)	(250,000)	1,601,312	1,634,536
2020	1,634,536	387,804			(250,000)	(250,000)	1,522,340	1,553,909
2021	1,553,909	395,560			(250,000)	(250,000)	1,449,469	1,479,502
2022	1,479,502	403,471			(250,000)	(250,000)	1,382,973	1,411,598
2023	1,411,598	411,541			(250,000)	(250,000)	1,323,139	1,350,486
2024	1,350,486	419,771			(250,000)	(250,000)	1,270,257	1,296,465
2025	1,296,465	428,167			(250,000)	(250,000)	1,224,632	1,249,843
2026	1,249,843	436,730			(250,000)	(250,000)	1,186,573	1,210,937
2027	1,210,937	445,464			(250,000)	(250,000)	1,156,401	1,180,074
2028	1,180,074	454,374			(250,000)	(250,000)	1,134,448	1,157,594
2029	1,157,594	463,462			(250,000)	(250,000)	1,121,056	1,143,842
2030	1,143,842	472,731			(250,000)	(250,000)	1,116,573	1,139,177
2031	1,139,177	482,186			(250,000)	(250,000)	1,121,363	1,143,969
2032	1,143,969	491,929			(250,000)	(250,000)	1,135,898	1,158,696
2033	1,158,696	501,666			(250,000)	(250,000)	1,160,362	1,183,553
2034	1,183,553	511,698			(250,000)	(250,000)	1,195,251	1,219,039
2035	1,219,039	521,933			(250,000)	(250,000)	1,240,972	1,265,572
2036	1,265,572	532,372			(250,000)	(250,000)	1,547,944	1,576,079
2037	1,576,079	135,241			(250,000)	(250,000)	1,461,320	1,491,694
2038	1,491,694				(250,000)	(250,000)	1,241,694	1,269,028
2039	1,269,028				(250,000)	(250,000)	1,019,028	1,041,909
2040	1,041,909				(250,000)	(250,000)	791,909	810,247
2041	810,247				(250,000)	(250,000)	560,247	573,952
2042	573,952				(250,000)	(250,000)	323,952	332,931
2043	332,931				(250,000)	(250,000)	82,931	87,089
2044	87,089				(250,000)	(250,000)	87,089	88,831
2045	88,831				(250,000)	(250,000)	88,831	90,608
Totals	\$ 10,470,850	\$ 10,405,961	\$ (5,000,000)	\$ (3,200,000)	\$ (5,750,000)	\$ (7,750,000)	\$ 913,797	\$ 90,608

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Brown County Port & Resource Recovery Department **Projection of Solid Waste Cash and Investments**

Closure - South Landfill

Assumptions:

Investments earnings are calculated on the average annual balance at 2.00%
 Transfer of \$3.2 million will be made from Closure Fund - East & West as an initial deposit for future closure costs of the South Landfill
 South Landfill will open in 2022, initial liner construction will start in 2018 and subsequent cover construction will start in 2024
 South Landfill will be constructed in 4 phases with each phase lasting approximately 3 years
 Construction and cover costs are from a 2012 consulting engineering estimate inflated 3% annually
 Transfers from Operations will begin in 2022 and are projected that approximately \$1.2 million annually will be needed to finance cover construction

Year	Balance Beginning	Transfers:		Disbursements: South Landfill				Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
		From Closure East & West	From Operations to Finance Cover Costs	Final Cover Construction Sequence 1	Final Cover Construction Sequence 2	Final Cover Construction Sequence 3	Final Cover Construction Sequence 4			
2013	\$ -	\$ 3,200,000						\$ 3,200,000	\$ 32,000	\$ 3,232,000
2014	3,232,000							3,232,000	64,640	3,296,640
2015	3,296,640							3,296,640	65,933	3,362,573
2016	3,362,573							3,362,573	67,251	3,429,824
2017	3,429,824							3,429,824	68,596	3,498,421
2018	3,498,421							3,498,421	69,968	3,568,389
2019	3,568,389							3,568,389	71,368	3,639,757
2020	3,639,757							3,639,757	72,795	3,712,552
2021	3,712,552							3,712,552	74,251	3,786,803
2022	3,786,803		1,215,179					5,001,982	87,888	5,089,870
2023	5,089,870		1,215,179					6,305,049	113,949	6,418,998
2024	6,418,998		1,215,179	(1,612,536)				6,021,642	124,406	6,146,048
2025	6,146,048		1,215,179	(1,660,912)				5,700,315	118,464	5,818,779
2026	5,818,779		1,215,179					7,033,958	128,527	7,162,485
2027	7,162,485		1,215,179		(1,493,312)			6,884,353	140,468	7,024,821
2028	7,024,821		1,215,179		(1,538,111)			6,701,889	137,267	6,839,156
2029	6,839,156		1,215,179					8,054,335	148,935	8,203,270
2030	8,203,270		1,215,179			(1,631,782)		7,786,667	159,899	7,946,566
2031	7,946,566		1,215,179			(1,680,736)		7,481,010	154,276	7,635,285
2032	7,635,285		1,215,179					8,850,464	164,857	9,015,322
2033	9,015,322		1,215,179				(3,223,890)	7,006,610	160,219	7,166,830
2034	7,166,830		1,215,179				(3,320,607)	5,061,401	122,282	5,183,684
2035	5,183,684							5,183,684	103,674	5,287,357
2036	5,287,357							5,287,357	105,747	5,393,105

Totals	\$ -	\$ 3,200,000	\$ 15,797,327	\$ (3,273,447)	\$ (3,031,423)	\$ (3,312,518)	\$ (6,544,498)	\$ -	\$ 2,557,663	\$ 5,393,105
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**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Closure - South Landfill (Continued)

		Inflated Cover Construction Costs			
		Sequence 1	Sequence 2	Sequence 3	Sequence 4
Costs in 2012 Dollars		\$ 2,262,000	\$ 1,917,000	\$ 1,917,000	\$ 3,466,000
Inflated Costs					
3%	2013	\$ 2,329,860	\$ 1,974,510	\$ 1,974,510	\$ 3,569,980
3%	2014	2,395,756	2,033,745	2,033,745	3,677,079
3%	2015	2,471,748	2,094,758	2,094,758	3,787,392
3%	2016	2,545,901	2,157,600	2,157,600	3,901,014
3%	2017	2,622,278	2,222,328	2,222,328	4,018,044
3%	2018	2,700,946	2,288,998	2,288,998	4,138,585
3%	2019	2,781,975	2,357,668	2,357,668	4,262,743
3%	2020	2,865,434	2,428,398	2,428,398	4,390,625
3%	2021	2,951,397	2,501,250	2,501,250	4,522,344
3%	2022	3,039,939	2,576,288	2,576,288	4,658,014
3%	2023	3,131,137	2,653,576	2,653,576	4,797,755
3%	2024	3,225,071	2,733,184	2,733,184	4,941,687
3%	2025	3,321,823	2,815,179	2,815,179	5,089,938
3%	2026		2,899,635	2,899,635	5,242,636
3%	2027		2,986,624	2,986,624	5,399,915
3%	2028		3,076,222	3,076,222	5,561,913
3%	2029			3,168,509	5,728,770
3%	2030			3,263,564	5,900,633
3%	2031			3,361,471	6,077,652
3%	2032				6,259,982
3%	2033				6,447,781
3%	2034				6,641,214

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**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Research and Development

Assumptions:

- Investments earnings are calculated on the average annual balance at 2.00%
- \$100,000 will be disbursed in 2014 for redesign of the South Landfill
- No known research projects are being funded at this time
- No additional transfers to this fund have been determined at this time

Year	Balance Beginning	Disbursements	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
2013	\$ 653,294		\$ 653,294	\$ 13,066	\$ 666,360
2014	666,360	(100,000)	566,360	12,327	578,687
2015	578,687		578,687	11,574	590,261
2016	590,261		590,261	11,805	602,066
2017	602,066		602,066	12,041	614,107
2018	614,107		614,107	12,282	626,390
2019	626,390		626,390	12,528	638,917
2020	638,917		638,917	12,778	651,696
2021	651,696		651,696	13,034	664,730
Totals	\$ 653,294	\$ (100,000)	\$	\$ 111,436	\$ 664,730

**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Site Acquisition

Assumptions:

Investments earnings are calculated on the average annual balance at 2.00%
 No known site acquisition projects have been determined at this time
 No additional transfers to this fund have been determined at this time

Year	Balance Beginning	Disbursements	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
2013	\$ 367,254		\$ 367,254	\$ 7,345	\$ 374,599
2014	374,599		374,599	7,492	382,091
2015	382,091		382,091	7,642	389,733
2016	389,733		389,733	7,795	397,528
2017	397,528		397,528	7,951	405,478
2018	405,478		405,478	8,110	413,588
2019	413,588		413,588	8,272	421,859
2020	421,859		421,859	8,437	430,297
2021	430,297		430,297	8,606	438,903
Totals	\$ 367,254		\$	\$ 71,649	\$ 438,903

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Brown County Port & Resource Recovery Department **Projection of Solid Waste Cash and Investments**

Capital/Depreciation

Assumptions:

- Investments earnings are calculated on the average annual balance at 2.00%
- Transfers from the Operating Funds are in accordance with annual budgets
- \$500,000 will be transferred to the Rate Stabilization Fund
- Additional transfers to this fund will be made when surplus cash to fund depreciation is generated from operations
- Disbursements are anticipated to be made to replace or add machinery and equipment necessary for the operation and maintenance of current landfills

Year	Balance Beginning	Transfers:		Disbursements	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
		From: Operating Funds	To: Rate Stabilization				
2013	\$ 3,701,900	\$ 175,263	\$ (500,000)	\$ -	\$ 3,377,163	\$ 70,791	\$ 3,447,954
2014	3,447,954			(92,500)	3,355,454	68,034	3,423,488
2015	3,423,488			(50,000)	3,373,488	67,970	3,441,457
2016	3,441,457			(50,000)	3,391,457	68,329	3,459,787
2017	3,459,787			(50,000)	3,409,787	68,696	3,478,482
2018	3,478,482			(50,000)	3,428,482	69,070	3,497,552
2019	3,497,552			(50,000)	3,447,552	69,451	3,517,003
2020	3,517,003			(50,000)	3,467,003	69,840	3,536,843
2021	3,536,843			(50,000)	3,486,843	70,237	3,557,080
Totals	\$ 3,701,900	\$ 175,263	\$ (500,000)	\$ (442,500)	\$	\$ 622,417	\$ 3,557,080

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Brown County Port & Resource Recovery Department **Projection of Solid Waste Cash and Investments**

Phased Construction

Assumptions:

Investments earnings are calculated on the average annual balance at 2.00%
 Annual transfers of \$458,707 will be made from Operations Fund to repay capital outlay costs incurred by this fund for the Gas-to-Energy Project

Transfer of \$5 million will be made from the Closure East & West Fund to finance initial construction costs of the South Landfill

Annual transfers of \$2 million will be made from the Operations Fund with the projected opening of the South Landfill; the funds will be used for construction of future phases

South Landfill will open in 2022, initial liner construction will start in 2018 and subsequent phases every three years

South Landfill will be constructed in 4 phases with each phase lasting approximately 3 years

Construction costs are from a 2012 consulting engineering estimate inflated 3% annually

2036 balance in fund is projected to be needed for next landfill project

Year	Balance Beginning	Transfers:			Disbursements: South Landfill				Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
		From Operations for Repayment of GTE Capital Outlay	From Closure - East & West for Initial Construction Costs	From Operations for Construction of Phases	Reissuing Plan of Operation	Phase 1 Construction	Phase 2 Construction	Phase 3 Construction	Phase 4 Construction		
2013	\$ 4,329,253	\$ 458,707	\$ 5,000,000						\$ 9,787,960	\$ 141,172	\$ 9,929,132
2014	9,929,132	458,707							10,387,839	203,170	10,591,009
2015	10,591,009	458,707							11,049,716	216,407	11,266,123
2016	11,266,123				(225,102)				11,041,021	223,071	11,264,093
2017	11,264,093								11,264,093	225,282	11,489,375
2018	11,489,375								11,489,375	229,787	11,719,162
2019	11,719,162					(2,471,637)			9,247,525	209,667	9,457,192
2020	9,457,192					(2,545,786)			6,911,406	163,686	7,075,092
2021	7,075,092					(2,622,159)			4,452,933	115,280	4,568,213
2022	4,568,213								6,568,213	111,364	6,679,577
2023	6,679,577			2,000,000			(3,297,245)		5,382,332	120,619	5,502,952
2024	5,502,952			2,000,000			(3,396,162)		4,106,789	96,097	4,202,886
2025	4,202,886			2,000,000				(3,602,989)	6,202,886	104,058	6,306,944
2026	6,306,944			2,000,000				(3,711,078)	4,703,955	110,109	4,814,064
2027	4,814,064			2,000,000					3,102,986	79,171	3,182,157
2028	3,182,157			2,000,000					5,182,157	83,643	5,265,800
2029	5,265,800			2,000,000					3,328,717	85,945	3,414,662
2030	3,414,662			2,000,000				(3,937,083)	1,359,466	47,741	1,407,208
2031	1,407,208			2,000,000				(4,055,196)	3,407,208	48,144	3,455,352
2032	3,455,352			2,000,000					5,455,352	89,107	5,544,459
2033	5,544,459			2,000,000					7,544,459	130,889	7,675,348
2034	7,675,348			2,000,000					9,675,348	173,507	9,848,855
2035	9,848,855			2,000,000					9,848,855	196,977	10,045,832
2036	10,045,832								10,045,832	200,917	10,246,749

Totals	4,329,253	\$ 1,376,121	\$ 5,000,000	\$ 26,000,000	\$ (225,102)	\$ (7,639,582)	\$ (6,693,408)	\$ (7,314,067)	\$ (7,993,279)	\$ 3,405,812	\$ 10,246,749
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Brown County Port & Resource Recovery Department Projection of Solid Waste Cash and Investments

Phased Construction (Continued)

Inflated Construction Costs										
Plan of Operation		Phase 1		Phase 2		Phase 3		Phase 4		
	\$	200,000	\$	6,029,000	\$	4,764,000	\$	4,764,000	\$	4,764,000

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**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Rate Stabilization

\$500,000 will be transferred from Capital/Depreciation Fund in 2013
Investment earnings are calculated on the average annual balance at 2.00%
Future transfers to this fund will be made when surplus cash is available

Year	Balance Beginning	Deposits	Transfer	Disbursements	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
2013	-		500,000		500,000	5,000	505,000
2014	505,000				505,000	10,100	515,100
2015	515,100				515,100	10,302	525,402
2016	525,402				525,402	10,508	535,910
2017	535,910				535,910	10,718	546,628
2018	546,628				546,628	10,933	557,561
2019	557,561				557,561	11,151	568,712
2020	568,712				568,712	11,374	580,086
2021	580,086				580,086	11,602	591,688
Totals	\$ -	\$ -	\$ 500,000		\$ -	\$ 91,688	\$ 591,688

**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Environmental Repair

Assumptions:

Investments earnings are calculated on the average annual balance at 2.00%
No additional transfers to this fund are projected to be needed at this time

Year	Balance Beginning	Disbursements	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
2013	\$ 1,161,179		\$ 1,161,179	\$ 23,224	\$ 1,184,403
2014	1,184,403		1,184,403	23,688	1,208,091
2015	1,208,091		1,208,091	24,162	1,232,252
2016	1,232,252		1,232,252	24,645	1,256,897
2017	1,256,897		1,256,897	25,138	1,282,035
2018	1,282,035		1,282,035	25,641	1,307,676
2019	1,307,676		1,307,676	26,154	1,333,830
2020	1,333,830		1,333,830	26,677	1,360,506
2021	1,360,506		1,360,506	27,210	1,387,716
Totals	\$ 1,161,179		\$	226,537	\$ 1,387,716

**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Operating Funds

Assumptions:

Investments earnings are calculated on the average annual balance at 2.00%
Earnings do not remain in fund, recorded as general fund revenues
Adjustment to cash balance was made to agree with the 2012 audit
End of year cash balances assume no substantial change in receivables and payables from the year end 2012
Cash deposits are projected to agree with revenues; annual revenues are inflated as indicated on the projection
Cash disbursements are projected to agree with expenditures and general fund transfers; annual expenditures are inflated as indicated on the projection
Annual transfers of \$458,707 will be made to the Phased Construction to repay capital outlay costs incurred by that fund for the Gas-to-Energy Project
Transfers to the Capital Fund are made in accordance with the budgets
Transfers to the Rate Stabilization Fund will be made from annual budget surpluses in accordance with an established policy - proposed policy of 50% of excess cash over 10% of expenditures

Year	Balance Beginning	Receipts/Deposits	Transfers:			Expenditures and General Fund Transfers	Balance Before Investment Earnings	2.00% Investment Earnings	Balance Ending
			To Capital/ Depreciation	To Phased Construction (Repay GTE Capital)	To Rate Stabilization				
2013	\$ 1,505,374	\$ 8,827,710	\$ (175,263)	\$ (458,707)		\$ (8,626,430)	\$ 1,072,684	\$ 25,781	\$ 1,098,465
2014	1,098,465	8,798,632		(458,707)		(8,774,713)	663,677	17,621	681,298
2015	681,298	8,998,831		(458,707)		(8,931,143)	290,279	9,716	299,995
2016	299,995	8,743,760				(8,886,186)	157,569	4,576	162,144
2017	162,144	8,939,737				(9,060,329)	41,552	2,037	43,589
2018	43,589	9,060,266				(9,158,955)	(55,100)	(115)	(55,215)
2019	(55,215)	9,263,059				(9,340,135)	(132,291)	(1,875)	(134,166)
2020	(134,166)	9,470,554				(9,524,938)	(188,550)	(3,227)	(191,777)
2021	(191,777)	9,682,867				(9,713,438)	(222,348)	(4,141)	(226,489)
Totals	\$ 1,505,374	\$ 81,785,416	\$ (175,263)	\$ (1,376,121)	\$ -	\$ (82,016,267)		\$ 50,372	\$ (226,489)

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**Brown County Port & Resource Recovery Department
Projection of Solid Waste Cash and Investments**

Operating Funds - Revenue and Expenditure Projection

	Based on Operating Budgets		2013	2014	2015	2016	2017	2018	2019	2020	2021	
	Rate of Increase											
Projection of Revenues												
2% Solid waste charges and fees	\$	6,400,000	\$	6,376,000	\$	6,503,520	\$	6,633,590	\$	7,039,619	\$	7,324,019
3% Recycling charges and fees (net of rebates)		736,450		907,376		934,597		962,635		1,021,259		1,115,958
3% All other		1,691,260		1,515,256		1,560,714		1,147,535		1,137,420		1,242,890
Total		8,827,710		8,798,632		8,998,831		8,743,760		9,060,266		9,682,867
Projection of Expenditures (not including Closure costs)												
2% General department		2,173,620		2,013,088		2,053,350		1,874,417		1,950,143		2,069,508
Contracted services:												
2% Landfill		4,398,810		4,017,783		4,098,139		4,263,704		4,348,978		4,615,171
2% Hauling/trucking		1,875,000		2,549,661		2,600,654		2,652,667		2,705,720		2,928,759
Transfer out to General Fund		179,000		194,181		179,000		179,000		100,000		100,000
Total		8,626,430		8,774,713		8,931,143		8,886,186		9,340,135		9,713,438
Projection of Required Transfers												
To Capital/Depreciation		(175,632)		(458,707)		(458,707)		-		-		-
To Phased Construction (repay GTE capital)		(458,707)										
Total		(634,339)		(458,707)		(458,707)		-		-		-
Net Operating Cash Flows (Uses)		(433,059)		(434,788)		(391,019)		(142,426)		(98,689)		(30,571)
Proposed Transfer to Rate Stabilization funded at 50% of annual excess cash over 10% of operating expenditures												
End of year balance		1,098,465		681,298		299,995		162,144		43,589		(191,777)
10% of operating expenditures		862,643		877,471		893,114		888,619		915,896		971,344
Excess from current year		-0-		-0-		-0-		-0-		-0-		-0-

Based on current level of budget projections, excess cash is not projected through 2021. As a result, no projected transfers to the Rate Stabilization Fund

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COMMENTS AND OBSERVATIONS

1. Reasonableness of Fund Purpose and Information Used in the Projection

During our preparation of the projection, we evaluated the stated purposes of each fund and the costs and other information included in the projections. In our opinion, the purposes of each fund were reasonable and consistent with restricted funds used by other municipal solid waste operations. In addition, the costs used in the projections were supported by budgets and other outside cost estimates.

2. Review for Possibility of New Funds

As part of our analysis, we reviewed for the possibility of establishing any new funds. Our projection includes the initiation of the following funds:

Closure – South
Long-term Care – South
Rate Stabilization

The existing Long-term Care and Closure Funds will be renamed to Long-term Care – East & West and Closure – East & West to continue to provide for annual closure costs for the East & West Landfills. New funds will be established for the Long-term Care and Closure of the South Landfill. A portion of the solid waste fees will be annually transferred from the Operations Fund to each fund when the South Landfill is open in the projected year of 2022. To begin to provide for eventual Closure Costs of the South Landfill, a proposed transfer of \$3,200,000 from the Closure - East & West Fund is included in the projection. Although the Long-term Care – South should be created, no amounts are included in the projection at this time. Additional analysis will be necessary to determine the amount of solid waste fees to transfer to the fund starting in 2022.

The purpose of the Rate Stabilization Fund is to build up a reserve fund to potentially apply to balance operating budgets in place of a user charge rate increase. It is anticipated that this fund would be used sparingly to lower rate increases needed to fund operations. The initial start-up of this fund in our projection is a proposed \$500,000 transfer from the Capital/Depreciation Fund. The target goal of this fund is \$1,000,000.

3. Proposed Transfers between Funds

Our projections included the following proposed transfers:

<u>Transfer To</u>	<u>Transfer From</u>	<u>Amount</u>
Closure - South	Closure - East & West	\$ 3,200,000
Rate Stabilization	Capital/Depreciation	500,000
Phased Construction	Closure - East & West	5,000,000

The transfers to the Closure – South Fund and the Rate Stabilization Fund are discussed in No. 2 above. The \$5,000,000 transfer to the Phased Construction Fund from the Closure – East & West Fund is being proposed to provide additional funds for the construction of the South Landfill.

COMMENTS AND OBSERVATIONS (Continued)

4. Review for Alternate Funding of Future Landfill Development

Included in our projection is the development of the South Landfill. The construction is anticipated to be started in 2019 with the landfill being operational by 2022. The initial construction costs are estimated to be \$7.6 million and are projected to be financed by existing funds on hand when needed in 2019. This projection does not include any long-term debt to be issued to provide proceeds for landfill construction and development.

When the South Landfill opens in 2022, solid waste from Outagamie and Winnebago Counties will also be received in addition to waste from Brown County. Costs of the operation will be shared by each County in accordance with the Brown, Outagamie and Winnebago Solid Waste Agreement (BOW). Because long-term debt proceeds are not being used to finance the construction, interest charges would not be included in the shared costs allocated to each County. We inquired about whether a "cost of capital" charge in lieu of interest on long-term debt could be included in the shared costs to be allocated to each County. At this time, it is not clear whether a "cost of capital" charge could be included.

Accordingly, we recommend the County determine if a cost of capital charge is allowable in any shared costs under the BOW. If deemed not to be allowable, we would recommend the County consider issuing long-term debt to finance the South Landfill construction.

5. Adopt a Policy to Establish a Minimum Working Capital Balance for the Operating Fund

At the current time, the County has not established a policy to determine a minimum working capital balance in the Operating Fund. A minimum working capital balance policy will ensure that sufficient funds are available for operations and also disclose excess funds that can be transferred to the Rate Stabilization Fund.

We recommend the County adopt a policy to establish a minimum working capital balance for the Operating Fund. In our opinion, the policy should be stated as a percent of the annual cash operating expenses to allow for inflationary increases in yearly budgets. Many government units have established working capital balances at approximately 45 days of expenses or 10% of the annual operating budget. In addition, the policy could provide that a certain percent of the working capital amount in excess of the minimum policy be transferred to the Rate Stabilization Fund.

COMMENTS AND OBSERVATIONS (Continued)

6. Review for Additional Investment Options for Solid Waste Cash and Investments

The cash and investments of the solid waste operation are included in the County's total cash and investments presently invested by the County Treasurer. As a result, they are invested in various investment options as allowed by state statutes and the County's investment policies. In our projection we have used a 2% rate of return on solid waste cash and investments. Because of the long-term nature of some of the solid waste funds, we recommend the County consider alternative investments that may yield a higher rate of return. Investment options that could be considered include:

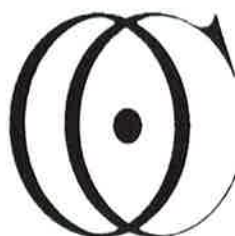
- Loans to other operations or funds of Brown County
- Purchase of debt securities of other local government units
- Short-term cash flow loans to school districts and other local governments
- Deposit funds with an outside contacted investment advisor after review and acceptance of a proposal



REPORT

STRATEGIC PLAN FOR WASTE RESOURCE MANAGEMENT

Brown, Outagamie, and Winnebago Counties, Wisconsin



August 2013

Project No. 12388940

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capabilities
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EXECUTIVE SUMMARY

Since 2001, the partnership of the Brown, Outagamie, and Winnebago Counties (BOW) solid waste departments has resulted in low-cost waste disposal and recycling services for residents of the three counties. The BOW counties each contribute landfill airspace and recyclables to the partnership. In addition, BOW developed a state-of-the-art single stream Material Recovery Facility (MRF) in Outagamie County that processes the recyclables from the three counties in BOW, as well as others in Wisconsin.

BOW has realized that the solid waste industry is evolving to less landfill disposal and more reuse and recycling. In addition, BOW needs to plan for the future of existing facilities, as well as evaluate new technologies and methods to handle solid waste and recyclables. For these reasons, BOW decided this Strategic Plan for Waste Resource Management (Strategic Plan) was necessary to provide goals and objectives for future operations.

This Strategic Plan was developed through soliciting input in a series of stakeholder meetings held in each of the three counties. An analysis of the strengths, weaknesses, opportunities, and threats (SWOT) for BOW was developed based on these discussions. The results of the stakeholder meetings and the SWOT analysis were used to develop Strategic Issues and Goals and Opportunities for BOW.

Strategic issues were identified that may have long-term implications for the operations of BOW. These are:

- Maintain landfill airspace
- Maximize recycling
- Consider waste as a resource
- Evaluate new technology and organics management
- Consider public-private partnerships
- Remain competitive

Next, goals and objectives were developed with definable plans and schedules for implementation. The goals and objectives identified are:

- Maintain long-term landfill airspace
- Maintain optimal incoming tonnage and conduct BOW marketing
- Maximize recycling, reuse, and use of the MRF
- Continue strong BOW structure
- Resource sharing
- Rate structures
- Communication



- BOW regional agreement review and renewal plan
- Consider waste as a resource: organics management
- South landfill resource recovery park
- Diversion technology responsiveness

Implementation of this Strategic Plan will strengthen BOW's recycling and reuse operations. It will also provide long-term planning for future technology use in response to the evolving solid waste industry. This will provide BOW residents with quality waste disposal and recycling services well into the future.



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1.0 INTRODUCTION

Brown, Outagamie, and Winnebago Counties (BOW) have agreements to cooperatively share solid waste infrastructure. This infrastructure includes landfills in each county, a single-stream Material Recovery Facility (MRF) that is located in Outagamie County, and a Regional Household Hazardous Waste (HHW) facility located in Brown County. The initial BOW agreement, signed in 2001, has resulted in low-cost waste disposal and recycling services for residents and businesses of the three counties. BOW's waste and recyclables tonnages are combined for more efficient and cost-effective operations.

The United States solid waste industry is changing the way it handles waste stream materials. The industry has begun to move away from landfilling as the primary waste disposal method and to look at alternative waste handling methods. Recycling, which is an integral part of almost every solid waste management system, including BOW, already removes significant portions of the waste stream for reuse. Recycling systems have increased efficiency over the years, specifically with the predominance of single-stream MRFs like the BOW facility in Outagamie County. Although recycling system improvements have reduced the amount of landfilled waste, a significant portion of the waste is still landfilled. This is the case in the BOW waste system as well. Many counties and municipalities are currently investigating methods to reduce, reuse, and recycle the wastes that are not already part of the recycling stream. These counties and municipalities are developing Strategic Plans for Waste Resource Management to address future operations and alternative waste handling technologies. BOW wants to plan for the future as well. This Strategic Plan for Waste Resource Management (Strategic Plan) considers these industry-wide issues while addressing the local challenges and opportunities of BOW.

BOW has developed this Strategic Plan with short- and long-term goals for the BOW waste and recycling systems. This Strategic Plan looks at the existing BOW structure and identifies potential areas for improvement as well as future opportunities to use new technologies and methods for waste handling and recycling. A review of the strengths, weaknesses, opportunities, and threats (SWOT) has been conducted for the BOW operations. This SWOT analysis, which started with input from key BOW stakeholders, is important for developing an effective Strategic Plan. Stakeholder meetings were conducted in each of the BOW counties in November and December 2012. These meetings solicited input from internal and external stakeholders on BOW structure and operations. The results of these meetings were used to assist with writing this plan.

This Strategic Plan provides a framework for future operations and opportunities for BOW. The Strategic Plan also provides a review of the existing solid waste and recycling operations in the three counties as well as providing insight into strategic issues, goals, and objectives.



2.0 SUMMARY OF BOW PARTNERSHIP

2.1 Introduction

In November 2001, BOW signed an Intergovernmental Solid Waste Disposal Agreement. The Agreement term is 25 years or until the airspace in the BOW landfills is fully utilized. The intention of the agreement is to consolidate disposal capacity for BOW municipalities, businesses, and citizens throughout the agreement term. By executing the Agreement, each County contributed a licensed solid waste disposal facility asset. Subject to the Agreement is Brown County's future South Landfill, Outagamie County's East Landfill and Northeast Landfill, and Winnebago County's Sunnyview Landfill. The landfills are used in succession, starting with Outagamie County's East Landfill and ending with Brown County's South Landfill. In 2012, Winnebago County's Sunnyview Landfill reached capacity and filling began at the Outagamie County Northeast Landfill.

BOW also signed an Intergovernmental Recycling Agreement in November 2001. This Agreement commenced on January 1, 2003 and terminates on December 31, 2024 and provides for cooperative processing of recyclables from the BOW counties and sharing of costs and revenues from the sale of processed recyclables. In March 2008, BOW signed an extension of the Intergovernmental Recycling Agreement. This Agreement Extension designated Outagamie County as the site for construction of the MRF, with Brown and Winnebago Counties converting their MRFs into transfer stations. The three counties shared in the capital construction, operation and maintenance, expenses, and revenue generated from the sale of recyclable commodities. The MRF is a regional single-stream operation that is one of the largest publicly owned and operated MRF's in the country. The MRF processes and markets commingled residential and commercial recyclable containers and paper from the BOW counties and other Wisconsin communities. The BOW single-stream MRF received the 2010 Gold Excellence Award from the Solid Waste Association of North America (SWANA) in the category of "recycling systems."

In addition, Brown County operates a Regional HHW facility that accepts household hazardous waste from BOW and other counties in Wisconsin. This facility collects and processes household hazardous waste for disposal.

The BOW partnership is responsible for running the landfill disposal, recycling operations, and HHW facility serving 3 counties, 65 communities, 200,000 households, and thousands of businesses. The result has been a success. On the solid waste front, this success has led to consistently low tipping fees within BOW as compared to typical rates around Wisconsin. Similarly, recyclable processing under BOW produces surplus revenues to help pay for recyclables collection in the municipalities.

For more than 10 years, the BOW Tri-County partnership has consistently and effectively provided residents and businesses of the three member counties with competitive, reliable, and long-term solutions for their solid waste and recycling needs.

2.2 Organization Within Each County

2.2.1 General

BOW is based on a cooperative agreement between the three counties and their respective solid waste and recycling departments. Each of the three counties operates independently within the BOW system and has a somewhat different organizational structure. Each County has a Director of Solid Waste and operations personnel. The Solid Waste Departments in each County operate as Enterprise Funds and are responsible for:

- Strategic planning



- Operational execution
- New technologies
- Financial requirements
- Human resource requirements
- Bottom-line surplus/deficit

2.2.2 *Brown County*

The solid waste area of the Brown County Port & Solid Waste Department (Department) offers services to municipal, commercial, industrial, and residential interests. The Department has been in business for more than 40 years. In 1998, the County Executive and County Board of Supervisors combined the Port Department with the Solid Waste Department. The merger resulted in the combination of Director of Solid Waste and Port Director into the Director of Port and Solid Waste that would serve as department head over these combined departments. The Director reports to the County Executive. Brown County Board of Supervisors approval is necessary for all action items. Department falls under the jurisdiction of the Planning, Development, and Transportation Subcommittee.

The Brown County Solid Waste Board (Board) sets policy for the Brown County Port and Solid Waste Department's solid waste services. The nine members of the Board are appointed by the County Executive and serve as an oversight committee of the County Board. Three members of the Board are from the City of Green Bay, three are from incorporated non-Green Bay municipalities, and three are from unincorporated areas of the County. Two Board members are County Board Supervisors. Board members serve three-year terms. Minutes of the Solid Waste Board meetings are reviewed and approved by the County Board.

2.2.3 *Outagamie County*

The Outagamie County Department of Solid Waste reports administratively to the County Executive. The Department reports legislatively to the 36-member County Board. The five-member Highway and Solid Waste Committee is the "committee of jurisdiction" for solid waste and recycling. On a policy level, other committees may also have involvement depending on the issue at hand.

Prior to 2003, the solid waste and recycling activities were managed under the umbrella of the Highway Department. The Solid Waste Section had its own budget, but management came from the Highway Department.

Due to the increasingly complex and competitive environment for solid waste and recycling, in 2003 Outagamie County recognized the need to form an independent solid waste and recycling operation. Through this change, Outagamie County could devote the expertise and time necessary to not only survive in a competitive marketplace but also thrive and grow. The new Department of Solid Waste was charged with analyzing both technological and business considerations similar to the long-standing departments that have existed for decades at Brown and Winnebago Counties.

2.2.4 *Winnebago County*

The Winnebago County Solid Waste Management Board (Board) owns and directs operations of the solid waste and recycling facilities in Winnebago County. The Director of Solid Waste reports to the County Executive and the Board. The Board consists of five County Board Supervisors and four citizens from the County whom are appointed by the County Executive. Two members are from the Oshkosh area, one member each from the north/central, south/central and western areas of the County, and two members at large. Board members



serve staggered three-year terms. The Board directs operation of the landfill facilities, solid waste and recycling transfer station, HHW collection facility, container rental and lease program, and gas-to-energy facilities in the County.



3.0 SWOT ANALYSIS

An analysis of the strengths, weaknesses, opportunities, and threats (SWOT) was conducted for BOW. Input was sought from a wide range of internal and external stakeholders by holding a total of nine meetings, three in each county. The SWOT analysis was used to develop "Strategic Issues" and "Goals and Objectives" for this Strategic Plan.

3.1 Strengths

BOW is recognized throughout the State of Wisconsin and beyond for its leadership and innovation as a better business model for government. The key strengths of BOW are:

- **Track Record:** A solid track record of providing low cost, reliable, and long-term solutions for solid waste and recyclable materials.
- **Regional Collaboration:** Regional collaboration, which brings together 65 municipal entities in 3 counties representing approximately 10% of Wisconsin's population rather than having everyone own and operate facilities alone, improves efficiency, reliability, and certainty for the future.
- **Existing Facilities:** The landfills, MRF, transfer stations, and HHW facilities provide efficient recycling and disposal facilities for BOW. The landfills provide capacity for decades into the future.



- **Combined Tonnages:** Tonnages and revenues are stable. The BOW solid waste and recycling program, including landfills and the MRF, require sufficient tonnages to remain cost-effective. Combining the BOW tonnages has accomplished this. Achieving stability and growth was the number one goal in forming the BOW partnership, replacing the previous decline that was threatening the future.
- **MRF/Recycling:** Recycling has been expanded and strengthened with the new MRF. More local jobs have been created, supply of recycled commodities to local businesses has been strengthened, and new options such as carts and automation have been offered for curbside collection of recyclables. The national and international recognition received for the MRF are valuable for the future of BOW.





- **Dedicated Solid Waste Directors/Departments:** Good performance of the BOW partnership is rooted in the fact that each county has a dedicated Department of Solid Waste, with each Department led by a Director of Solid Waste. The Director of Solid Waste for each county ensures that the specific interest of their respective county is served simultaneously while achieving the best common interest for BOW. Critical issues are vetted and debated, benefiting from the fact that the three County Directors come from varying backgrounds. Bringing diversity and brainstorming important issues with long-term vision and good-faith communication produces good long-term results for the BOW solid waste and recycling program.

3.2 Weaknesses

Through careful study, it is always possible to identify weaknesses in an organization. BOW is no exception. The weaknesses identified are:

- **Politics:** The approval processes within each county are important to the efficiency and effectiveness of that county's solid waste and recycling program. Because the three counties share services and deliver services to each other, conditions in one county often affect the other two partner counties. Effects may be financial and, in some cases, strategic. If one Department of Solid Waste is affected more by political influences than fact-based discussions of merit; wasted efforts and, in some cases, wrong decisions may result. Stakeholders noted that the decision-making process can be slow when the three counties need to agree on issues.
- **Flexibility/Adaptability:** There is room for improvement within BOW regarding flexibility and adaptability to change. Having three counties agree on all important issues is sometimes challenging.
- **Communication:** Communication of BOW issues, both internally and externally, should be improved. It was noted in the stakeholder meetings that people understood the issues in their individual counties; however, there was less understanding of BOW issues. A goal should be established to achieve better communication for both internal and external stakeholders.
- **Long-term Landfill Airspace:** A landfill airspace continuation plan after the Brown County South Landfill reaches capacity needs to be developed. Continued long-term landfill airspace is critical to the success of BOW.
- **Resource Sharing:** Resource sharing, both between counties and between departments within a county, is important to optimize efficiency and effectiveness. Such resource sharing is already occurring; however, stakeholder comments indicated that improvements in personnel and technology sharing would benefit BOW.
- **Competition:** Because some BOW customers have the option to contract for private hauling and disposal services, BOW needs to maintain good relationships with their customers.
- **Pricing Structure:** Differences in pricing structures for both solid waste and recyclables in the three BOW counties can create competition between counties, which should be minimized.
- **Construction and Demolition (C&D) Waste Plan:** Currently no plan exists for in-house recycling C&D waste.





3.3 Opportunities

Some challenges can be turned into opportunities. A strong and healthy operation will address the challenges it faces and use them as opportunities to get stronger. Opportunities for BOW include:

- **Continual Program Improvement:** Through ongoing strategic planning, BOW will continually evaluate needs and set directions for the future.
- **Operations Process Improvement:** Through ongoing leadership and refinement, BOW will continue to improve how operations are conducted and services are delivered.
- **Resource Sharing:** The Departments of Solid Waste within BOW already practice some resource sharing. As the BOW partnership matures even further, more such resource sharing will be pursued.
- **South Landfill Resource Recovery Park:** The Brown County South Landfill is a greenfield site with the advantage of being able to be redesigned to include additional reuse and recycling operations on site that could reduce landfill use. Alternative organics management could also be part of this plan.
- **Increase Recycling and Reuse:** Considering waste as a resource will open opportunities for new technologies and methods to handle waste and increase reuse, recycling, and energy-from waste options.
- **Organics Management:** Organics can be processed to create energy and reduce landfilling.

3.4 Threats

Identifying and understanding possible threats are keys to the success of any operation. The following are possible threats that should be monitored and addressed if/when necessary:

- **Politics:** If political influences are prevalent, as discussed under “Weaknesses,” the solid waste and recycling program strength and viability are compromised.
- **Competition:** Over many decades, the ownership and management of solid waste and recycling programs has evolved away from the public sector toward the private sector. This is due, in part, to the burden that political influence places on an otherwise healthy program. If public-sector facilities are eliminated because of political challenges to keep them operating, competition is reduced and prices are increased. This could potentially occur in the future for BOW if landfill capacity beyond what is presently under the BOW contract is not addressed.
- **Reduced Tonnages:** BOW combined their tonnages to make their operations more cost effective. Waste diversion trends and competition from private entities may reduce BOW landfill tonnages. An assessment should be made as to the minimum tonnage necessary for continued viable operations.
- **New Technologies:** New technologies for processing solid waste can be an opportunity but can also be a threat if a competitor implements a system that takes waste away from the BOW system. BOW should keep up with new technology trends and potential competition.



4.0 STRATEGIC ISSUES

Several strategic issues are developed below from the SWOT analysis. These are issues that will directly affect the long-term operations of BOW. They need to be evaluated and a strategy needs to be developed to address the potential effects to BOW.

4.1 Maintain Landfill Airspace

The strength of the BOW partnership is that it has landfill airspace available to provide residents and businesses with cost-effective waste disposal. However, BOW has a finite amount of permitted airspace at this time. BOW needs to evaluate options for airspace capacity beyond the existing permitted capacity.

4.2 Maximize Recycling

BOW has a state-of-the-art MRF in operation in Outagamie County. This MRF provides efficient recovery of recyclables that are sold to help pay for BOW system costs. BOW invested a lot of time and money into this facility which has paid off with a successful operation. The operations of the MRF should be optimized to process as much recycled material as possible which will be good for the environment, reduce landfilled material, and provide more revenue from the sale of recyclables.



4.3 Consider Waste as a Resource

Rather than looking at waste as something that needs to be collected and landfilled, BOW should look at waste as a resource. Some of the waste that is currently landfilled can be used to create energy, fuel, or soil amendments. The reuse, recovery, and conversion of select portions of the landfilled waste stream should be evaluated to determine what options may be viable for BOW.

4.4 Evaluate New Technology and Organics Management

New technologies for handling waste and recyclables are emerging that will change the way materials are handled in the future. Some of these technologies may be applicable for BOW to use that will improve their operations and create energy. In addition, organics can be processed separately from the waste stream to reduce landfilling and create energy. C&D waste can also be recovered and not landfilled. BOW should develop a method to keep informed of new technologies and evaluate their applicability in BOW.

4.5 Consider Public-Private Partnerships

Public-private partnerships can be created that involve new technologies, new recyclables streams, and organics management. BOW needs to look for public-private partnerships that will provide facilities and value.



4.6 Remain Competitive

The waste and recyclables managed by BOW come from many communities and businesses. These communities and businesses based on a free market could choose to use other waste and recycling service providers. BOW needs to constantly evaluate the service it provides to its customers to ensure that their needs are being met.





5.0 VISION, GOALS AND OBJECTIVES

5.1 Vision

BOW needs a clear vision to continue to provide efficient services to county residents and businesses. The vision of BOW is described as:

“BOW will continue to provide environmentally sound and cost-effective solid waste and recycling services to its customers.”

5.2 Maintain Long-Term Landfill Airspace

The BOW agreement allows for utilizing each County's landfill facilities until they have reached capacity. At current BOW tonnages, it is estimated that the Outagamie County Northeast Landfill will reach capacity sometime after 2020. BOW landfill operations will then shift to the Brown County South Landfill which is estimated to reach capacity in 2027 or later based on its current design and permit.

Additional permitted airspace after the Brown County South Landfill reaches capacity needs to be addressed by BOW. Providing for airspace beyond the year 2027 will allow BOW to continue to provide a similar level of service to the Tri-County residents and businesses. Options available for developing future BOW airspace may include:

- Waste Reduction. Extend and preserve the existing permitted airspace at the Outagamie County Northeast Landfill and the Brown County South Landfill by reducing the amount of waste disposed in the landfills. This can be accomplished by increased recycling and reuse of waste.
- Expand Existing Landfills. The largest opportunity for landfill expansion is at the Brown County South Landfill. Brown County owns additional land around the South Landfill that could be used for an expansion. With a projected 15 years or more of site life in the existing permitted BOW landfills, an expansion option should be investigated soon given that DNR permitting for landfill expansions can take many years.



- New Landfill Site. BOW could also plan a new landfill location somewhere in the Tri-County area. This option will take more lead time than an expansion of an existing landfill. Siting and permitting a new facility can be very difficult and costly, so this option needs to be weighed carefully.
- Partner With Another County or a Private Entity. BOW could also sign an agreement with another county or privately-owned facility outside of the Tri-County area to utilize their landfill. This would most likely involve higher costs for BOW operations from increased transfer and potentially higher tipping fees.



Providing for sufficient landfill airspace well into the future is a critical issue for BOW. This issue should be addressed in the near future given the many challenges that can occur when expanding a landfill.

Action: Develop a plan for future airspace in BOW by December 2016.

5.3 Maintain Optimal Incoming Tonnage and Conduct BOW Marketing

The BOW landfill operations require sufficient tonnage to remain cost-effective. Before waste reduction efforts are undertaken, an assessment of BOW's minimum tonnage necessary for optimum landfill operations should be conducted. BOW landfills operate efficiently due to the combined tonnage from the Tri-County area. As increased recycling, waste diversion, and new conversion technologies are implemented; less waste will be disposed of in the landfill. BOW needs to assess the minimum tonnage necessary for cost effective operations of the landfills. Due to these issues, BOW should consider marketing their disposal capacity to other counties or businesses.

Action: Develop a plan to market BOW disposal capacity to other counties by July 2014.

5.4 Maximize Recycling, Reuse, and Use of the MRF

The future of solid waste management in BOW should consider the waste stream as a resource that can be recycled. Currently, traditional recyclables are processed at the single-stream MRF in Outagamie County. HHW is also collected regionally. The remainder of the waste stream is hauled to the Outagamie County landfill for disposal. The composition of the remaining landfilled material that could potentially be recycled typically consists of:

- Recyclables that still end up in the waste stream such as paper and cardboard, PET, HDPE and glass bottles, aluminum and metal cans, electronics, and tires
- Construction and demolition waste (C&D), shopping bags, plastic film and other plastic containers, metal scrap, carpet, and furniture
- Organics such as food waste, animal waste, compostable paper, and other organics
- Other materials such as soil, diapers, treated wood, and miscellaneous materials



Some of these materials can be recovered by further educating the public on recycling and utilizing existing infrastructure. Reuse and recycling of other materials may require additional investments in infrastructure and new conversion technologies. The result of these actions will be a more sustainable approach to solid waste management.

Single-Stream Recycling. Optimize recovery of existing recyclables that still end up being disposed of in the landfill. This includes paper, cardboard, HDPE, PET and glass bottles, aluminum and steel cans. This would use the existing infrastructure, with an emphasis on public education, to increase the amount of recovery from the residential waste stream. BOW already provides education that could be enhanced with additional funding. The MRF located in Outagamie County has the capacity to receive additional recyclable materials, but additional staff may be necessary. The public in general has a positive attitude towards recycling, sustainability, and less landfilling that will help drive this initiative towards better recycling practices.



Electronics. Less than 1% of the landfilled waste stream is electronics, but these materials present issues of toxicity from heavy metals, etc. Increasing public education that electronics cannot be disposed of in landfills will enhance recovery. Also, education of the public as to where electronics can be dropped off for recycling is necessary.

Household Hazardous Waste. Maintain and increase education and public awareness of the HHW program, which has successfully collected more than one million pounds of materials since the 1990's.



C&D Waste. C&D waste represents a large amount of the waste stream that is still landfilled. C&D includes wood, drywall, shingles, concrete, and brick. It is bulky and difficult to handle in a transfer station. Implementing C&D recycling would involve additional costs. Public-private partnerships can be expanded and/or initiated to provide recycling and reuse opportunities for C&D.

Other Plastics. Other plastics such as shopping bags, industrial film, and #3 through #7 plastics could be recycled through public-private partnerships while creating jobs.



Action: Develop a plan to increase recycling and recycle/reuse materials that are not currently recycled by October 2014.

5.5 Continue Strong BOW Structure

5.5.1 Continued Leadership of Solid Waste Departments

All three counties have found that having a Director who is specialized in the fields of solid waste and recycling produces the most cost-efficient and strategically-effective operation. The Director of Solid Waste must have proven working knowledge and experience in the broad fields of solid waste and recycling. The Department of Solid Waste for each county is led by a Director of Solid Waste with Brown County's Director also managing the Port operations.



Each BOW Director of Solid Waste manages the operations within their respective county as well as works within the BOW system to fulfill the following roles:

- Ensure that the best interests of their respective county are served. Each county has its own budget, financial, human resource, and executive needs requiring a dedicated person employed by that county and accountable to its interests.
- Collaborate with the other two Directors on strategies and decisions to achieve the best common interest for BOW. The Directors come from three different counties with each Director and each county often having slightly different insight into what would constitute the best strategy and best action. Bringing diversity and brainstorming into important issues results in the best long-term plan for the collective needs of BOW.

Maintaining long-term vision and enabling good-faith communications between Directors and departments have been key factors in the continued success of BOW.

Action: Maintain current leadership. No new action at this time. Continue to evaluate improvements to leadership structure.

5.5.2 Possible Consolidation of BOW Operations

Although the BOW partnership is presently comprised of three independent county operations, an alternative could be to merge these operations under a regional authority. This would require formation of another level of government which would take away from each of the counties the responsibility, authority, and independence it carries out on behalf of its communities, residents, businesses, and taxpayers. Resource and infrastructure sharing between counties already occurs under the current arrangement and has resulted in more efficient and cost-effective operations.

Formation of a regional authority was informally considered about 10 years ago; however, it did not appear to offer improvements to the current organizational structure. At this point in time, there are over 10 years of successful operational experience under the "independent county" arrangement. Formation of a regional authority is not being considered at this time, but future collaboration will be evaluated.

Action: Maintain current BOW structure. No new action at this time. Continue to evaluate the BOW structure in the future.

5.6 Resource Sharing

Resource sharing is one key benefit of how BOW is organized. Sharing of resources already occurs between the counties and as appropriate between departments within an individual county. Future opportunities for resource sharing could include:

- Maintain a core group of skilled equipment operators in the Outagamie County Department of Solid Waste so they would be available when landfill operations move to Brown County as this may be beneficial for their startup.
- Determine whether BOW should jointly own or share any landfill gas monitoring instruments.
- Determine whether BOW should jointly train and utilize technical staff for environmental system and closed landfill monitoring and maintenance.
- Determine whether BOW should jointly hire outside contractors for environmental system and closed landfill monitoring and maintenance.



- Determine whether BOW should transfer any heavy equipment between counties in conjunction with changing landfill operation location.
- Determine whether BOW should jointly hire a person or contractor for business development.
- Continue to share resources, programs, and contractors in the areas of recycling and HHW.

Action: Develop a plan to increase resource sharing of personnel, equipment, and expertise across BOW by July 2014.

5.7 Rate Structures

The rates that the three counties within BOW charge customers for solid waste and recycling services vary. Many factors are involved in setting rates including but not limited to competition, contract terms, and customer volumes. Since each county operates its own facilities, having different rates is inevitable. However, BOW counties should not compete for the same waste stream. The rate structure within BOW should be evaluated to determine if the rates are beneficial to future successful operations.

Action: Evaluate the rate structures in BOW by May 2014 and determine if rate structure changes are necessary to increase efficiency.

5.8 Communication

Communication within BOW is very important to continuing operations. Coordinating three counties with different facilities, customers, and structures can be challenging. Effective communication between the Solid Waste Directors helps to work through issues. BOW issues and resolutions need to also be communicated to solid waste and recycling personnel in each county, each county's solid waste board or committee, county boards, and customers. The way that BOW issues are communicated should be evaluated to determine if improvements can be made. This could take the form of emails, newsletters, and meetings.

Meetings can be held with personnel from the three counties on at least an annual basis to discuss operations issues. These meetings can also assess the implementation progress of this Strategic Plan.

In addition, the three county solid waste boards and committees should meet on an annual basis with the meetings rotating to a different county each year. A meeting was held in 2013 at Outagamie County. At a minimum, the agenda of the annual meetings should include a review of the past year's operation, implementation progress of this Strategic Plan, and any new business.

Action: Develop a plan for improved communication including emails, newsletters, and meetings by May 2014.

5.9 BOW Regional Agreement Review and Renewal Plan

The BOW agreement needs to be reviewed to ensure that provisions are made for renewal of the agreement and the inclusion of future operations. The agreement may also need to be amended or restructured to allow for diversion technologies for managing organics or other parts of the waste stream that have been developed since the agreement was signed in 2001.

The agreement requires in Year 14 (2016) that the counties conduct a review of the agreement and the Cooperative Landfill Plan. At such time, the counties may elect by simple majority vote of the full membership of the governing body (Brown County Board of Supervisors, Outagamie County Board of



Supervisors, and Winnebago County Solid Waste Management Board) to renew the agreement at the end of the 25th year of the original term or when Brown County South Landfill, which has the capacity of 5.2 million tons, is full, whichever is later; or at the end of the 25th year of any renewal term during which the election is made.

The review of the agreement and any potential modifications should begin before 2016 to allow time to work through any potential issues.

Action: Review agreement terms by November 2014.

5.10 Consider Waste as a Resource: Organics Management

As previously discussed, waste should be treated as a resource not just landfilled. Organics represent 20% to 25% of the waste stream that is landfilled according to DNR waste stream studies. Recovery and reuse of organics can preserve landfill airspace while creating energy or other useful products from the processed organics. BOW currently has no infrastructure in place to process and manage organics. Methods to handle organics include composting and a wide variety of conversion technologies. The following sections describe some organics management options that BOW could consider for the future.



Aerobic Composting. Composting is the biological decomposition of the organic constituents of wastes under controlled conditions. Finished compost can be used as a soil nutrient amendment.

Anaerobic Digestion. The anaerobic digestion process is an established technology for sustainable processing of residues and waste. The digestion process itself takes place in a digester and there are several types and designs available depending on feed wastes, climate, and other conditions. Anaerobic digesters produce byproducts that can be used to generate energy or produce fuels.

Anaerobic Composting (High Solids Anaerobic Digestion). As opposed to aerobic composting, anaerobic composting is in the absence of oxygen and combines some of the best aspects of anaerobic digestion and composting. It should be noted that the first high solids anaerobic digestion system in North America was recently constructed at UW-Oshkosh by Bioferm.

One of the major advantages of anaerobic digestion (low solids or high solids) is the ability to produce biogas. This biogas could be used to produce electricity, cleaned and converted to CNG for use as a vehicle fuel, or refined to the point where it could be injected into the existing natural gas pipeline.

Methods for managing organics separately should be evaluated regularly by BOW. Existing technologies such as composting and digestion may be considered. Many new technologies are emerging that also may be viable in the future for BOW.

Action: Evaluate potential organics technologies applicable to BOW by December 2014. Develop a plan for organics management by March 2015.

5.11 South Landfill Resource Recovery Park

A long-term opportunity for BOW involves the strategic utilization of Brown County's South Landfill as a potential resource recovery park.



The current BOW Agreement requires Brown County to construct the South Landfill and operate it as the regional landfill once Outagamie County's landfill reaches capacity. The current Plan of Operation will need to be updated to account for the BOW Agreement and to incorporate any changes in technology or regulations which have occurred since 1998.

In addition, Brown County may desire to set aside sufficient land for further waste separation, recycling, processing, and energy conversion as part of a resource recovery industrial park. The amount of land necessary and the cost of any process or new technology will be determined in the future. BOW could use this area to site new organics management or other resource recovery technologies.

Outagamie and Winnebago Counties may also have opportunities to implement new technologies that may increase the recovery of materials from the waste stream. These opportunities should be evaluated to determine their viability.

Action: Develop a plan for the South Landfill Resource Recovery Park by August 2015.

5.12 Diversion Technology Responsiveness

Various waste diversion technologies currently exist. These applications include anaerobic digestion, food waste composting, and new plastics recycling streams. However, full-scale applications have not resulted in demonstrating these technologies' economic viability. BOW recognizes that diversion technology will play a role in BOW's waste management in the future and needs to establish means to stay current with the technology and have the ability to adapt and implement these technologies as they become economically viable.

Action: Designate a technology committee within BOW by December 2013 that will keep informed and evaluate waste diversion technologies. This committee should make an annual report to BOW management by December of each year.



6.0 CONCLUSION

BOW has had a successful partnership for over 10 years. This partnership has provided cost-effective and environmentally-sound solid waste and recycling services to the residents and businesses of Brown, Outagamie, and Winnebago Counties. The award-winning BOW MRF is an example of the commitment that has been made to provide the best facilities within the BOW service area.

As with any system, opportunities exist for evaluation and improvement. The strategic issues of airspace, increasing recycling, and evaluating new waste technologies need to be addressed for the future. Additionally, the BOW structure, resource sharing, communications, and rates need to be reviewed to see if improvements can be made. Investigating and addressing these issues can potentially improve BOW's service to its residents.

This Strategic Plan needs to be implemented by BOW to start addressing the future issues that BOW will face. The BOW Solid Waste Directors should regularly meet to discuss implementation of the plan. At a minimum, a meeting should be held yearly with personnel from BOW to discuss the progress of the plan.

BOW needs to begin considering waste as a resource and building for the future. New technologies are being developed that will change the way we manage waste with the added benefit of producing energy and fuel. BOW should continue to plan for the future through implementation of this Strategic Plan for Waste Resource Management.

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Port and Resource Recovery Department

Director's Report

September 23, 2013

- **Reorganization** – Fully implemented effective September 1. Chad Doverspike has been hired as the Operations Manager and Mark Walter as the Business Development Manager. Staff has worked through the reallocation of job duties and is working to change Department name in print and electronic locations.
- **Hauling Contractor** – On August 9, Brown County received notice that Badgerland Express filed for chapter 11 bankruptcy. Badgerland Express hauls both waste and recyclables from Brown County Transfer Stations valued at \$2M/year. Staff began strategizing short-term and long-term contingencies plans should Badgerland Express not show up any one day. Staff met with the Badgerland's owner on August 20. Staff informed Badgerland of our pursuit of short and long-term contingency plans and Badgerland informed Brown County he expected to be out of bankruptcy within 60 days. Badgerland is also behind of routine maintenance responsibilities, which staff had previously notified Badgerland. Staff has now documented the costs of the unperformed maintenance and is prepared to withhold payment for those services.

Staff signed short-term contracts with several haulers with extra trucks and trailers while issuing a new RFQ for a single hauler for hauling services at both transfer stations. The RFQ included new penalty provisions at the Recycling Transfer Station and also passage of a financial analysis in order to be eligible to quote on the RFQ. Brown County received four quotes from companies passing the financial requirements on September 16th. At some point after October 9 (60 days) Brown County will transition to a hauling contractor without a disruption of service.

- **Renard Island Closure** – Brown County is awaiting DNR's position regarding any necessary design changes for permitting the causeway as a permanent structure. Friends of Bay Beach Amusement Park have sent emails to DNR Secretary and local staff requesting DNR approve the causeway without design changes.
- **Cat Island Chain Restoration Project** – Media event on September 12 went well. Attended by all local media. Wave barrier construction will be completed by November of 2013 ahead of schedule and below budget. Next year's work will include reconstructing Lineville Road and dredging the off-loading facility. Brown County has requested Congressman Ribble assistance in eliminating the 10% cost share requirement of cash over 30 years by inserting language into the WRRDA bill. Brown County has the money and would like to pay it's full cost-share upfront utilizing our grant funds.

- **Public Communication Plan** – RFP was issued with responses from two vendors. Committee of four reviewed the proposals, contacted references and interviewed vendors. Based on the evaluation process, Leonard & Finco was selected.
- **2nd shift at the BOW Single Stream Recycling Facility** – Bids are being prepared for installing 2nd baler and other necessary equipment. Construction is planned to be completed in February 2014. Effort is under way to analysis BOW storage capacity.
- **Customer Appreciation Days** were held at both the Recycling Transfer Station and Waste Transfer Station on September 17 and 18.

**Brown County
Airport
Budget Status Report
August-13**

	Annual Budget	YTD Budget	YTD Actual
Personnel	\$1,418,392	\$945,595	\$869,723
Fringe Benefits	\$578,268	\$385,512	\$361,811
Employee Costs	\$3,562	\$2,375	\$1,424
Operations & Maintenance	\$1,250,095	\$833,397	\$558,623
Insurance	\$47,125	\$31,417	\$23,513
Utilities	\$807,883	\$538,589	\$591,551
Chargebacks	\$262,473	\$174,982	\$163,349
Contracted Services	\$1,832,898	\$1,221,932	\$1,141,636
Debt Retirement	\$789,593	\$526,395	\$346,364
Depreciation	\$5,483,225	\$3,655,483	\$3,251,768
Outlay- Disposition of Fixed Assets	\$0	\$0	-\$1,779
Intergovernmental - PFC's	\$1,142,365	\$761,577	\$679,742
Charges for Sales & Services	\$5,809,632	\$3,873,088	\$3,829,948
Miscellaneous Revenue	\$18,081	\$12,054	\$10,287
Rent	\$373,560	\$249,040	\$236,515
Contributions	\$0	\$0	\$0
Capital Contributions	\$4,650,289	\$3,100,193	\$420,934
Interest	\$20,000	\$13,333	\$14,037
Transfer in Wages	\$0	\$0	\$0

HIGHLIGHTS

Expense categories continue to be below the approved budget, through August, with the exception of the Utilities account, which was hit with another quarterly storm water sewer charge last month.

Through the month of August, revenues have increased along with passenger traffic, and we should meet or exceed our revenue projections for PFC's and Charges for Sales & Service by year end. Capital Contributions from grants will lag due to project delays.

Thru Aug	Pax On	% (+/-)
2013	203,683	+ 3.1%
2012	197,502	

Airport - August, 2013

